

MEMO

Put on LAN - Z:Common/research/quest.doc.

Date: 06/06/95 10:04 AM

To: Sylvie Bénech, Pat Cunningham, Bob Deller, Bob Goodwin, Wilson Haddow, Tetsuo Imai, Peter Lines, Tom O'Flaherty, Frank Solbach

From: Peter Cunningham

Subject: Customer satisfaction questionnaire

I recently produced a customer satisfaction questionnaire to demonstrate some of our questionnaire design principles to Bob Deller and his staff and to Tom O'Flaherty and his staff.

They requested a copy of the Word disk file to use as a template. I am therefore distributing it as a "straw man" to all the units; I hesitate to call it a template because I am by no means a Word expert and I know there are things that could be done much more easily than I have struggled with. Any of you who can suggest improvements please do so and let me know of them.

Here are some notes to accompany it:

1. A cover sheet should accompany each questionnaire and enable the questionnaire number to be tied back to a respondent.
2. The header and footer are laid out approximately in accordance with the standards contained in the policy ADM241 (Pat assures me they are close enough!).
3. There is a structure to the questions that should ensure ease of response of the interviewee and a straight forward process on the part of the interviewer.
4. There is plenty of white space for comments and notes; remember we need qualitative information as well as quantitative.
5. I have asked for overall evaluations before detailed ones: this is a matter of choice. Some would rather ask the detailed questions first, and that is perfectly acceptable.
6. Note the use of the "other" category in many of the questions. This is something that Tom caught that I had missed.
7. Also note the question on performance asks for commentary on how the respondent measures performance; Bob caught this and I think it is a very valuable insight. Whenever we ask for a subjective measurement we should probably ask for qualifying information. We should avoid being too rigid in asking about specific measures rather than a general question, since we want to find out what is in their minds.

During the course of the dialog, it was revealed that neither Vienna nor NJ had a template or any form of questionnaire generation system. This is probably true in all the units. This needs to be corrected immediately. Therefore, please develop by the end of June standard templates for the generation of questionnaires. You might want to circulate them to other units for their review.



Introduction

This survey is to determine **your satisfaction with, and improvements you would like in:**

- a. the **software** developed for the IMPACT data base,
- b. the **content** of the database and
- c. **ancillary services.**

The results of this survey will enable us to be of better service to you.

(**Note to the interviewer:** whenever the satisfaction level in response to a specific question is low (3 or less) please try and obtain from the respondent how the level can be raised and enter this in the comment field)

1. Are you the person who is most able to **evaluate the product** on behalf of your organization. If not, to whom should I speak? (Close the interview and contact the specified person.)

2. a. How many **times a week** do you use the IMPACT database.? _____
b. How many **hours per week** do you use it? _____

Comment _____

3. Please tell me **how you run IMPACT:**

_____ Stand-alone PCs. Please tell me the OS being used _____
_____ Stand-alone Macs. Please tell me the OS being used _____
_____ Networked PCs. Please tell me the OS being used _____
_____ Networked Macs. Please tell me the OS being used _____
_____ Other. Please tell me the OS being used _____

Comment _____



1995 IMPACT Database Client Satisfaction Survey

Questionnaire No. _____

4. Please tell me the **number and type** of direct users of the IMPACT database:

<u>Number</u>	<u>Type</u>	<u>Reasons for use</u>
_____ Senior Executive..	_____
_____ Manager.....	_____
_____ Salesperson.....	_____
_____ Analyst.....	_____
_____ Librarian	_____
_____ Support Staff	_____

Comment:(how could we increase its number and range of users?) _____

5. Please rate on a scale of 1 to 5 (1 being low and 5 high) the **importance** of the IMPACT database **product** to your organization and your **overall satisfaction** with it.
- Importance: _____ Satisfaction: _____

Comment: _____

Database Software

6. Please rate on a scale of 1 to 5 (1 being low and 5 high) your **overall satisfaction** with the IMPACT database **software**. _____

Comment _____

Please rate on a scale of 1 to 5 (1 being low and 5 high) the **importance** of, and **your satisfaction** with, each of the following characteristics of the IMPACT database software:

- a. The **search and retrieval** capability, overall and in the components

Component Importance Satisfaction

Overall..... _____

PAR _____

APR _____

FAIT _____

Comment: _____

- b. The **report preparation** facilities:

Importance: _____ Satisfaction: _____

Comment: _____

- c. The **general layout and command structure**:

Importance: _____ Satisfaction: _____

Comment: _____

- d. The **linking** capability between database components:

Importance: _____ Satisfaction: _____

Comment: _____



e. The use of resources:

Importance: _____ Satisfaction: _____

Comment: _____

f. The performance characteristics:

Importance: _____ Satisfaction: _____

Comment: _____

g. The ease-of-use:

Importance: _____ Satisfaction: _____

Comment: _____

h. The user manual and other documentation:

Importance: _____ Satisfaction: _____

Comment: _____

i. The ease of installation:

Importance: _____ Satisfaction: _____

Comment: _____

1995 IMPACT Database Client Satisfaction Survey

Questionnaire No. _____

7. How would you **compare** the IMPACT software with other database software from other suppliers

Supplier INPUT INPUT Same INPUT INPUT
..... Much Worse Worse Better Much Better

Fed. Sources _____

IDC _____

Eagle Eye _____

Other _____

(Name _____)

Comment (how could INPUT improve its software to beat the competition?)

Database Contents

8. Please rate on a scale of 1 to 5 (1 being low and 5 high) the **importance** of, and your **satisfaction** with, the **information contents** of the IMPACT database, overall and in the components:

Component Importance Satisfaction

Overall..... _____

PAR _____

APR _____

FAIT _____

Government Contacts _____

IT Events..... _____

Comment: _____

9. Please rate on a scale of 1 to 5 (1 being low and 5 high) the **importance** of, and your **satisfaction** with, each of the following characteristics of the IMPACT database:

a. The **completeness (breadth and depth)** of the information:

Importance: _____ Satisfaction: _____

Comment: _____

SECTION: Marketing & Sales POLICY No: S651
SUBJECT: Product Market Research DATE:
and Development
TOPIC: REPORTING LOST BUSINESS

Prepared By: PEC Approved By:

I. POLICY

. A Lost Business Report is updated by the salesperson (account manager) when the client confirms they will not be purchasing the following products:

- New Program Subscription - EXHIBIT A
- Renewal of a Program Subscription - EXHIBIT B
- Custom study - EXHIBIT C

The Report must be prepared immediately the client confirms they will not order.

For Renewal Program Subscriptions the Report must be prepared at the earliest date of either a) client confirms rejection; or, b) within 3 months of the renewal date of the subscription, when the client has not confirmed renewal or rejection.

II. PROCEDURES

. The Report is initiated by the account manager and filled out in the R drive under Competitors in the sales folder. A contact report is completed in full describing the reason for loss.

Upon completion of the final Analysis for the year, the Analysis Report and the individual Reports are filed together in the Program Marketing Files.

*****5/8/91

SECTION: Marketing & Sales POLICY No: S650
SUBJECT: Product Market Research DATE: May 9, 1991 UPDATE 0601
and Development
TOPIC: LOST BUSINESS ANALYSIS - GENERAL
Prepared By: PEC Approved By:

I. POLICY

. The purpose of Lost Business Analysis is to document the reasons why a client is not:

- purchasing a new program subscription;
- renewing a program subscription;
- contracting for a custom study that has been bid;

. Sales managers are responsible for ensuring that the salesperson responsible for a particular client account reports the lost business on a timely basis, on the Lost Business Report on the R drive under COMPETITORS.

. The final Lost Business Analysis Report is reported in the appropriate planning meeting.

II. PROCEDURES

. Specific procedures for Reporting Lost Business and Analysis of Lost Business are described in the following policies, normally circulated only to sales and marketing staff:

S651 Reporting Lost Business.
S650 Analysis of Lost Business.

*****5/9/91 5/8/91 -UPDATED 062001 SMC



EXHIBIT A
(POLICY S631)

**DRAFT SAMPLE
QUALITY SURVEY
(CLIENT SATISFACTION)**

Client Company: _____

Contact Name: _____

Title: _____

Program(s) subscribed to: _____

Subscription price paid: _____

Year company first subscribed: _____

Interview Completed By: _____ Date: _____

INTRODUCTION

1. Would you rate on a scale of 1-5 (5 being highest), first the importance of the various components of the program to your staff, and second your satisfaction with the support you've received in each area. Let's start off with ...

	(1)	(2)	(3)
	Importance	Satisfaction	Value Rank Top 3
a) Hotline Service	_____	_____	_____
b) On site presentation/demonstration	_____	_____	_____
c) Annual Forecast Reports (IT Forecast, Security, Telecom, ERP)	_____	_____	_____
d) Quality of data/accuracy	_____	_____	_____
e) Timeliness of reports	_____	_____	_____
f) Account manager service	_____	_____	_____
g) Availability of solutions	_____	_____	_____
h) MyINPUT content	_____	_____	_____

2. For component rated highest in importance:

You've rated _____ highest among these program components. What do you feel makes this service most important to you?

3. From the components/services we've spoken of, which would you rate lowest in importance?

What places that particular service at a lower rating?

4. How satisfied are you with the following factors of INPUT's service (on a scale of 1-5, 5 being highest)

- | | | |
|----|--|-------|
| a) | Importance of issues covered | _____ |
| b) | Timeliness of issues covered | _____ |
| c) | Quality of analysis | _____ |
| d) | Quality of data | _____ |
| e) | "Usability" of written reports | _____ |
| f) | Accessibility of INPUT professional/consulting staff | _____ |
| g) | Account management | _____ |
| h) | Staff responsiveness | _____ |
| i) | Report formats/style | _____ |
| j) | Material delivery/shipping (order fulfillment) | _____ |
| k) | Sales support and follow up | _____ |

5. Looking at the program overall, what do you perceive as the three most significant benefits/weakness?

a) Benefits:

b) Weaknesses:

6. Do you feel the program price is?

- ☐ Too low
☐ Just right
☐ Too High

Please elaborate:

7. Indicate your level of interest in the potential issue studies under consideration for 2001, whether high, medium or low.

- a) ERP
b) Federal Information Systems Forecast report
c) CRM
d) Knowledge Management
e) IT Security
f) Wireless Solutions
g) Outsourcing
h) Network Telecommunications

8. What new or additional service, products, and/or issues would you like to receive from INPUT?

9. Do you subscribe to other continuous information service? (Interviewer note: may need to prompt for answers dealing with specific program components of competition.)

Client Support (Hotline):

Report Quality:

Newsletter:

Account Management:

Thank you very much for your time and evaluations! Are there any other comments or suggestions you'd like to make?

EXHIBIT A
(POLICY S634)

**CUSTOM QUALITY SURVEY FORM
(CLIENT SATISFACTION QUESTIONNAIRE)**

Client Company: _____

Contact Name: _____

Title: _____

Phone: _____

Email: _____

Project Name: _____

Internal INPUT Project Code: _____

Project Fee: _____

Project Start Date: _____

Project Close Date: _____

INPUT Custom Client Year: _____

First Year INPUT Custom Client: _____

Interview Completed By: _____ Date: _____

INPUT performs quality (client satisfaction) surveys following the completion of each custom research project in order to maintain high product standards and be responsive to the needs of our clients. We are asking that you participate, in order to collect your insight.

In the first part of this survey, we will be using a 1 to 5 scale for rating importance and satisfaction. Below are the qualitative equivalents of the 1 to 5 ratings:

5= extremely important
4= very important
3= important
2= somewhat important
1= not important at all

5= extremely satisfied
4= very satisfied
3= satisfied
2= somewhat satisfied
1= not satisfied at all



1. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the work performed on this project.

Importance _____

Satisfaction _____

Comments:

2. In terms of the quality of the deliverables on this project, please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the following components of the project.

<i>Quality of Deliverables</i>		Importance	Satisfaction	Value Rank
a)	Study/Report	_____	_____	_____
b)	Summary	_____	_____	_____
c)	Presentation	_____	_____	_____
d)	Other (Specify: _____)	_____	_____	_____
e)	Follow-up (Specify: _____)	_____	_____	_____

Comments:

3. In terms of the quality of the communications on this project, please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the following components of the project.

<i>Quality of Communications</i>		Importance	Satisfaction	Value Rank
f)	Periodic Teleconferences	_____	_____	_____
g)	Email Updates	_____	_____	_____
h)	Project Web Site	_____	_____	_____
i)	Other (Specify: _____)	_____	_____	_____

Comments:

4. In terms of the quality of the other components of this project, please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the following.

Other Specific Components

j)	Quality of Data/Findings	_____	_____	_____
k)	Quality of Analysis	_____	_____	_____
l)	Quality of Recommendations	_____	_____	_____
m)	Usability of Deliverables	_____	_____	_____
n)	Timeliness of Work	_____	_____	_____
o)	Project Management	_____	_____	_____
p)	Analyst Access/Availability	_____	_____	_____

Comments:

5. *For components ranked highest in value:*

You've rated _____ highest in combined value (importance and satisfaction) among the project components. What do you feel makes this component rank highest in value to you?



6. For component ranked lowest in value:

You've rated _____ lowest in combined value (importance and satisfaction) among the project components. What do you feel makes this component rank lowest in value to you?

7. Looking at the project overall, what do you perceive as the *three* most significant project benefits?

8. Looking at the project overall, what do you perceive as the *three* most significant project weaknesses?

9. Do you feel the project scope was...?

☐ Too Small
☐ Just Right
☐ Too Large

Comments:

10. Do you feel the project price was...?

- ☐ Too Low
☐ Just Right
☐ Too High

Comments:

11. Please rate on a scale of 1 to 5 (1 being least likely and 5 being most likely) how likely you are to use INPUT for future project requirements.

Comments:

12. Please indicate your level of interest in some of the custom products available for 2002:

a) Cost Advantage Studies (TCO, ROI)

- ☐ Low Level of Interest
☐ Medium Level of Interest
☐ High Level of Interest

b) Web Surveys (Customer Satisfaction, Customer Demand, Buying Behavior)

- ☐ Low Level of Interest
- ☐ Medium Level of Interest
- ☐ High Level of Interest

c) Market Forecasts (E-Business)

- ☐ Low Level of Interest
- ☐ Medium Level of Interest
- ☐ High Level of Interest

d) Competitor Benchmark Studies (Vertical or Horizontal Markets)

- ☐ Low Level of Interest
- ☐ Medium Level of Interest
- ☐ High Level of Interest

e) Due Diligence (Acquisition, Partners)

- ☐ Low Level of Interest
- ☐ Medium Level of Interest
- ☐ High Level of Interest

f) White Papers

- ☐ Low Level of Interest
- ☐ Medium Level of Interest
- ☐ High Level of Interest

13. What other service or products would you like to receive from INPUT?

14. Are there any other issues you would like covered by INPUT via custom research?

Thank you very much for the time and consideration you took in making your quality evaluations. Are there any other comments or suggestions you'd like to make?



Lost Business Survey

**EXHIBIT B
(POLICY S651)**

Client Company: _____
Company Tier: _____
Contact Name: _____
Title: _____
Phone: _____
Email: _____
Product Name: _____
Account Manager: _____
Product Close Date: _____
Interview Completed By: _____ Date: _____

Notes to the interviewer: whenever the satisfaction level in response to a specific question is low (3 or less) please make an extra effort to obtain from the respondent a comment on how the level can be raised and enter this in the comment field.

Please ensure that one cover sheet is included for each individual respondent and that a questionnaire section is completed for each INPUT product for which the respondent is responsible. Do not repeat the IMPACT Data Base Software and Overall Organization sections for other products.

This survey is being carried out to determine the reasons for your non- renewal of the _____ you received in order to enable us to be of better service to you in the future.

Are you the person who is most able to evaluate this product on behalf of your organization? If not, to whom should I speak? (Close the interview and contact the specified person or go onto next product).

We will be using a 1 to 5 scale for rating importance and satisfaction. Below are the qualitative equivalents of the 1 to 5 ratings:

5= extremely important

4= very important

3= important

2= somewhat important

1= not important at all

5= extremely satisfied

4= very satisfied

3= satisfied

2= somewhat satisfied

1= not satisfied at all

Product Characteristics

Overall

1. Please tell me the number of direct users of this product in your company by function:

a. Senior Executives _____

b. Managers _____

c. Salespeople _____

d. Research Analysts _____

e. Other _____

Please identify _____

Comment _____

2. Please identify how often and for how long the product was used:

Frequency

Length

a. By you _____

b. By others _____

Comment _____

3. Please describe the main use of the product:

4. Please rate on a scale of 1 to 5 (1 being low and 5 high) the overall importance of this type of product to your organization and your overall satisfaction with INPUT's product.

Importance _____

Satisfaction _____

Comment _____

5. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **ease of use of the product**.

Importance _____

Satisfaction _____

Comments:

6. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **ease of implementation of the product**.

Importance _____

Satisfaction _____

Comments:

7. Please comment on the **pricing** of the product in terms of method of pricing and level of pricing: (Note: probe for their view on different methods of pricing such as usage pricing, pricing per user, etc.)

Comment

8. How does INPUT's product compare to competitive offerings? (Note: put specific names of companies for each product)

	INPUT				
	1 = Much Worse	2 = Worse	3 = Same	4 = Better	5 = Much Better
Use <input type="checkbox"/>	_____	_____	_____	_____	_____
<input type="checkbox"/>	_____	_____	_____	_____	_____
<input type="checkbox"/>	_____	_____	_____	_____	_____
<input type="checkbox"/>	_____	_____	_____	_____	_____
<input type="checkbox"/> Other _____	_____	_____	_____	_____	_____
<input type="checkbox"/> Other _____	_____	_____	_____	_____	_____
Comment:	_____				

9. Please indicate what INPUT would have to do to enable you to renew this product subscription.

Comment

Content

10. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **scope of content (breadth of coverage)**.

Importance _____

Satisfaction _____

Comments:

11. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **depth of content (detail)**.

Importance _____

Satisfaction _____

Comments:

12. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **quality of content**.

Importance _____

Satisfaction _____

Comments:

13. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **timeliness of content**.

Importance _____

Satisfaction _____

Comments:

14. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **analysis of the content provided**.

Importance _____

Satisfaction _____

Comments:

15. What **content** components would you suggest or change to make this product more valuable to you?

Services

16. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **installation support received**.

Importance _____

Satisfaction _____

Comments:

17. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **quality of the analyst support (answers to questions) received**.

Importance _____

Satisfaction _____

Comments:

18. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **timeliness of the support (answers to questions) received**.

Importance _____

Satisfaction _____

Comments:

19. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **training received**.

Importance _____

Satisfaction _____

Comments:

20. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **interface with senior INPUT staff.**

Importance _____

Satisfaction _____

Comments:

21. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **analyst visits received.**

Importance _____

Satisfaction _____

Comments:

22. What **service** components would you suggest or change to make this product more valuable to you?

IMPACT Data Base Software

23. Please rate on a scale of 1 to 5 (1 being low and 5 high) the overall importance of your overall satisfaction with INPUT's IMPACT software.

Importance _____

Satisfaction _____

Comment _____

24. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **Web access and navigation capability**.

Importance _____

Satisfaction _____

Comments: _____

25. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **search and retrieval facilities**.

Importance _____

Satisfaction _____

Comments: _____

26. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **report preparation facility**.

Importance _____

Satisfaction _____

Comments: _____

27. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **ease of use of the software**.

Importance _____

Satisfaction _____

Comments: _____

28. What other software features would be useful to you?

INPUT Organization Evaluation**Account Management**

29. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **overall account management process**.

Importance _____

Satisfaction _____

Comments:

30. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **frequency of contacts from your account manager**.

Importance _____

Satisfaction _____

Comments:

31. Please rate on a scale of 1 to 5 (1 being lowest and 5 being highest) the importance of and your satisfaction with the **quality of contacts from your account manager (were they able to help you)**.

Importance _____

Satisfaction _____

Comments:

32. Please rate on a scale of 1 to 5 (1 being low and 5 high) your overall evaluation of INPUT, taking into account all aspects of your relationship with us.

Comment:

33. Any other comments you would like to add

Comment:

Thank you very much for your co-operation; please feel free to contact Peter Cunningham at Pac@input.com if you have any further comments or suggestions

2004 INPUT BONUS PLAN

Printed: 07/23/04

Deleted: 02/20/04

INPUT RESERVES THE RIGHT TO ALTER AND MODIFY THIS TIME

*How pool calculation?
Managers notified by Hough
Use scale (performance)*

I. BONUS PLAN STRUCTURE:

There are two Bonus Plan Components:

1. Sales Orders Component (Annual)
 2. Personal Objectives Component (Quarterly and Annual)
- A. Bonuses may be awarded for outstanding performance.
 - B. Individual components may have additional restrictions applied.
 - C. Bonus Plan Components:

Bonus Allocation Chart:

Plan Period	Sales Orders Bonus Distribution per period	Personal Objectives Bonus Distribution per period
1 st Quarter (Jan – Mar)	none	20%
2 nd Quarter (Apr – Jun)	none	20%
3 rd Quarter (Jul – Sep)	none	20%
4 th Quarter (Oct – Dec)	none	20%
Annual (Jan – Dec)	100%	20%
Total	100%	100%

Annual Sales Orders Bonus (Conditions):

- The Annual Sales Orders Bonus is earned and payable only if Company Profit (EBITDA) after Bonuses meets the Annual EBITDA Threshold which is a \$1 Million loss below Sales of \$23 Million and \$1.5 Million loss above Sales of \$23 Million.
- In the event aggregate (company wide) Sales Order Bonuses would cause EBITDA to be less than the Annual EBITDA Threshold, Annual Sales Order Bonuses will be scaled pro-rata in order to meet the EBITDA Threshold.
- Sales Orders only include business lines specified in the 2004 Plan.
- Renewal Sales Orders are for subscriptions expiring on or before 12/31/04.
- Only New Sales Orders for subscriptions sold by 12/31/04 and starting on or before 1/1/05 are included.
- Only the first year of multi-year Market Development Subscriptions are included.
- Advisory Sales Orders for projects or consulting engagements commencing after 12/31/04 are excluded.
- Only the first year of multi-year Software Solutions Hosting agreements are included.
- Only the first year of Term Software Solutions Licensing agreements are included.
- Maximum Annual Sales Orders Bonus is \$700,000 for all Managers & Staff.

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(Mgrs & Staff) (05) 021704.DSS

P-H 249A 2004 INPUT Bonus Plan 021704.DSS

T-H 249A INPUT 2004 Bonus Plan (Mgrs Staff) (06) 021904.DSS.doc

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Confidential - INPUT



- Maximum Annual Sales Orders Bonus for any employee is two times the Sales Order Bonus at Quota Plan.

Personal Objectives Bonus:

Managers and staff agree to Personal Objectives for each quarter and year prior to the start of each period. Managers document the objectives in the "P-H 249BX (F Last Name) 2004 INPUT Personal Objectives" template.

Personal Objective Bonuses for the 1st, 2nd and 3rd quarters are not linked to achieving a specific Sales Orders threshold.

Personal Objective Bonuses for the 4th quarter and Annual are linked to achieving the Company Sales Order Plan. Each set of Personal Objectives is governed by the Sales Order Performance in that area (i.e., US MDS and SS by that performance, US AS by that performance, etc.)

II. BONUS CALCULATION:**Annual Sales Orders Bonus**

The Annual Sales Order Bonus is calculated according to schedule P-H 249AX 2004 INPUT Bonus Matrix (Mgrs & Staff).

The Bonus payments for Sales Orders are calculated by the CFO or Controller.

Sales Order Bonuses are calculated following the end of the plan year.

Personal Objectives Bonus:

Managers evaluate comparative performance against Personal Objectives and contribution to Company performance for eligible employees at the end of each quarter and year. They develop recommendations for the distribution of the fixed quarterly and year-end bonus pools for managers and staff. The President approves or modifies the recommendation and submits them to the Compensation Committee for review and approval.

III. BONUS PAYMENT:

First, Second and Third Quarter Personal Objectives Bonuses will be paid by the end of the first month following the end of the Quarter.

Fourth Quarter and Annual Personal Objectives Bonuses will likely be paid by January 31, 2005.

Annual Sales Orders Bonuses will likely be paid by January 31, 2005 (unless there are delays in the completion of the annual financial reports).

In any event, Fourth Quarter and Annual Bonuses will be paid by February 28, 2005.

IV. OTHER CONDITIONS OF BONUS PLAN:

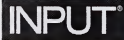
Employee must be employed at the time of scheduled payment in order to qualify for any payment under this bonus plan.

To qualify for any bonus payment, employee must comply with INPUT standards and Practices. In addition, managers and executives must ensure their staff comply with INPUT standards and Practices.

The terms and conditions of qualification for receipt of bonuses, sales and orders, revenues and profits, etc. are set out in the relevant INPUT Practices.

*This document must not be modified, changed or amended except as authorized by the President.
All amendments must be submitted to the President for review and approval.*





MEMORANDUM

DATE: November 11, 2003
TO: All Staff
FROM: Peter Cunningham
SUBJECT: Employee Survey and 2003 Incentive Bonus Plan

Wow! Thank you all for taking the time and attention on the employee satisfaction survey. The results are EYE OPENING and it is going to take some time to digest and take appropriate action. We are immediately instituting a search for a human resources consulting firm that can help us interpret the results; Doug Strahan has the action item on this.

However, there are some concerns of great importance that require fast action:

1. Compensation – We are going to carry out a compensation comparison with standards by type of employee ASAP. We hope to get this done in time to make any necessary changes for the budget for 2004.
2. Training & Career Development – This is another area that we have talked a lot about but which requires action. Each manager must meet with each of their direct reports by the second weekly meeting in December (December 10) to start to develop a training plan for that person. This should include each of the types of training appropriate to that person. Executives will review each employee training plan with managers over the next two months so that we can have a career development template for that employee in place by February next year.
3. Incentive Bonus Plan for 2003. The Compensation Committee has recommended and the Company has approved the following:
 - Pay out on the Annual EBITDA component will be made as defined in the original plan. (This is estimated at about \$230,000)
 - The MBO component of the Plan will remain as is. The Plan has a maximum of about \$300,000 in MBO related payments, but actual payments will depend on the degree to which individual objectives have been met.
 - The Annual Sales Orders component will not be achieved in 2003 but a special bonus will be distributed for achieving the following Orders level:

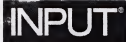
\$50,000 bonus for Achieving Orders of \$12,200,000 (Excluding orders related to Partnership activities)

This bonus will be doubled if we reach the higher Orders level of:

\$100,000 bonus for Achieving Orders of \$12,800,000

All staff will be eligible for the bonus above, but will exclude the three executives (Peter Cunningham, Doug Strahan, and Kevin Plexico). Distribution will be by managers' recommendations and executive judgment.





MEMORANDUM

DATE: November 11, 2003
TO: INPUT Executive Committee
FROM: David Heinemann, Pat Cunningham
And Peter Cunningham
SUBJECT: 2003 Incentive Bonus Plan Meeting – November 11, 2003
CC:

The Incentive Committee recommends the following:

- Pay out on the Annual EBITDA component as defined in the original incentive plan.
- The Annual Sales Orders component will not be achieved, therefore we recommend we substitute a special bonus for achieving a defined * Orders level, to be doubled if we reach a second, higher stretching, Orders level. All staff may be eligible, but will exclude the three executives:

\$50,000 for Achieving Orders of \$ _____ *

\$100,000 for Achieving Orders of \$ _____ **

* Number to be defined by reviewing the latest forecast.

** Number to be set as a stretch by the committee.

Distribution will be by recommendations and judgment.

Any additional bonus for the three executives will be determined by the Board of Directors.

- The MOB component of the Plan will remain as is.



2003 INPUT INCENTIVE BONUS PLAN

Name:		Unit:	
Plan Date: From:	January 1, 2003	To:	December 31, 2003

INPUT RESERVES THE RIGHT TO ALTER AND MODIFY THIS INCENTIVE BONUS PLAN AT ANY TIME

I. INCENTIVE BONUS PLAN STRUCTURE:

There are three Incentive Bonus Plan Components:

1. Sales Orders Component (Quarterly and Annual)
2. EBITDA Component (Quarterly and Annual)
3. Annual Personal Objectives Component

Refer to the "2003 INPUT INCENTIVE BONUS PLAN – Employee Profile" for additional information regarding the structure of your specific INCENTIVE BONUS PLAN.

A. The Quarterly Incentive Bonus Components are earned and payable only if 100% of the YTD Sales Orders and EBITDA Financial Targets are achieved as of the end of the Quarter.

B. The Annual Incentive Bonus Components are earned and payable only if Company Profit (EBITDA) after Incentive Compensation & Bonuses meets or is more profitable than the Annual EBITDA Threshold (-\$925,000).

C. In the event aggregate (company wide) Incentive Compensation & Bonuses would cause EBITDA to be less profitable than the Annual EBITDA Threshold, Annual Incentive Compensation & Bonuses will be scaled pro-rata in order to meet the EBITDA Threshold.

D. Incentive Compensation may be awarded for outstanding performance in a particular area.

E. Individual components may have additional restrictions applied.

F. Incentive Bonus Plan Components:

Sales Orders Incentive Bonus Performance:

Sales Definition: Company Sales Orders for New business and 2003 Renewal business. Restrictions as follows:

- Sales Orders only include business lines or products specified in the 2003 Plan.
- Only Renewal Sales Orders for subscriptions expiring on or before December 31, 2003 are included.
- Only New Sales Orders for subscriptions starting on or before January 1, 2004 are included.



- Only the first year of multi-year Market Development Subscriptions are included.
- The undelivered portion of any extraordinary (greater than \$100,000) Custom Consulting Sales Order is excluded.
- Only the first year of multi-year Sales Management Software Hosting agreements are included.
- Only the first two years of Sales Management Software Licensing agreements are included.

Sales Orders Incentive Bonus Target (\$): 37.5% of the Total Incentive Bonus Target (\$). See Incentive Bonus Allocation chart below:

The Quarterly Sales Incentive Bonus is only earned if 100% of the YTD Sales Orders Target and EBITDA Target is achieved as of the end of the Quarter.

The Maximum Annual Sales Incentive Bonus earned is 300% of Sales Incentive Bonus Target.

EBITDA Incentive Bonus Performance:

EBITDA Definition: Earnings before Interest, Taxes, Depreciation and Amortization. EBITDA only includes business lines or products specified in the 2003 Plan.

EBITDA Incentive Bonus Target (\$): 37.5% of the Total Incentive Bonus Target (\$). See Incentive Bonus Allocation chart below:

The Quarterly EBITDA Incentive Bonus is earned only if 100% of the YTD Sales Orders Target and EBITDA Target is achieved as of the end of the Quarter.

The Maximum Annual EBITDA Incentive Bonus earned is 250% of Annual EBITDA Incentive Bonus Target.

Incentive Bonus Allocation Chart:

Plan Period	Allocation of Sales / EBITDA Incentive Bonus Target (\$)	Sales / EBITDA Incentive Bonus Target %
1 st Quarter (Jan – Mar)	20%	7.5%
2 nd Quarter (Apr – Jun)	20%	7.5%
3 rd Quarter (Jul – Sep)	20%	7.5%
4 th Quarter (Oct – Dec)	20%	7.5%
Annual (Jan – Dec)	20% (100% Cumulative)	7.5% (37.5% Cumulative)
Cumulative	100%	37.5%



Annual Personal Objectives Incentive Bonus:

The allocation of the Bonus Target by Personal Objective is a guideline and not a formula.

Maximum payment is 150% of Personal Objective Bonus Target.

Personal Objective Bonus Target (\$): 25% of the Total Incentive Bonus Target (\$)

Objectives & Allocation of Bonus Target by Objective: see your "2003 INPUT INCENTIVE BONUS PLAN – Employee Profile".

II. INCENTIVE BONUS CALCULATION:

The Incentive Bonus payments for Sales Orders and EBITDA Performance are calculated by the CFO or Controller. Refer to the attached Incentive Bonus Matrix for a sample calculation.

Annual Personal Objectives Incentive Bonus:

Managers evaluate actual performance at year-end and recommend to the President the Bonus Earned (\$) for each Personal Objective. The President approves or modifies the recommendation prior to approval by the Compensation Committee.

III. INCENTIVE BONUS PAYMENT:

First, Second and Third Quarter Sales Orders and EBITDA Incentive Bonuses will be paid by the end of the first month following the end of the Quarter. Fourth Quarter and Annual Sales Orders and EBITDA Incentive Bonuses and Personal Objectives Bonuses will be paid by February 29, 2004 (unless there are unforeseen delays in the completion of the financial reports for 2003). In any event, Bonuses will be paid by March 31, 2004.

IV. OTHER CONDITIONS OF INCENTIVE BONUS COMPENSATION PLAN:

Employee must be employed at the time of scheduled payment in order to qualify for any payment under this incentive bonus plan.

Employee must be familiar with and comply with INPUT standards and Practices.

The terms and conditions of qualification for receipt of bonuses, sales and orders, revenues and profits, etc. are set out in the relevant INPUT Practices.

SIGNED:

Employee

Date

INPUT

Date

*This document must not be modified, changed or amended except as authorized by the President
All amendments must be submitted to the President for review and approval.*



2003 INPUT INCENTIVE BONUS PLAN

SALES

Name:		Unit:	
Plan Date: From:	January 1, 2003	To:	December 31, 2003

INPUT RESERVES THE RIGHT TO ALTER AND MODIFY THIS INCENTIVE BONUS PLAN AT ANY TIME

I. INCENTIVE BONUS PLAN STRUCTURE:

There are two Incentive Bonus Plan Components:

1. Sales Orders Component (Annual)
2. EBITDA Component (Annual)

Refer to your "2003 INPUT COMMISSION PLAN" for additional information regarding the structure of your specific INCENTIVE BONUS PLAN.

- A. The Annual Incentive Bonus Components are earned and payable only if Company Profit (EBITDA) after Incentive Compensation & Bonuses meets or is more profitable than the Annual EBITDA Threshold (-\$925,000).
- B. In the event aggregate (company wide) Incentive Compensation & Bonuses would cause EBITDA to be less profitable than the Annual EBITDA Threshold, Annual Incentive Compensation & Bonuses will be scaled pro-rata in order to meet the EBITDA Threshold.
- C. Incentive Compensation may be awarded for outstanding performance in a particular area.
- D. Individual components may have additional restrictions applied.
- E. Incentive Bonus Plan Components:

Sales Orders Incentive Bonus Performance:

Sales Definition: Company Sales Orders for New business and 2003 Renewal business. Restrictions as follows:

- Sales Orders only include business lines or products specified in the 2003 Plan.
- Only Renewal Sales Orders for subscriptions expiring on or before December 31, 2003 are included.
- Only New Sales Orders for subscriptions starting on or before January 1, 2004 are included.
- Only the first year of multi-year Market Development Subscriptions are included.
- The undelivered portion of any extraordinary (greater than \$100,000) Custom Consulting Sales Order is excluded.
- Only the first year of multi-year Sales Management Software Hosting agreements are included.



- Only the first two years of Sales Management Software Licensing agreements are included.

Sales Orders Incentive Bonus Target (\$): 50% of the Annual Incentive Bonus Target (\$).

The Maximum Annual Sales Incentive Bonus earned is 300% of Sales Incentive Bonus Target.

EBITDA Incentive Bonus Performance:

EBITDA Definition: Earnings before Interest, Taxes, Depreciation and Amortization. EBITDA only includes business lines or products specified in the 2003 Plan.

EBITDA Incentive Bonus Target (\$): 50% of the Annual Incentive Bonus Target (\$).

The Maximum Annual EBITDA Incentive Bonus earned is 250% of Annual EBITDA Incentive Bonus Target.

II. INCENTIVE BONUS CALCULATION:

The Incentive Bonus payments for Sales Orders and EBITDA Performance are calculated by the CFO or Controller. Refer to the attached Incentive Bonus Matrix for a sample calculation.

III. INCENTIVE BONUS PAYMENT:

Annual Sales Orders and EBITDA Incentive Bonuses will be paid by February 29, 2004 (unless there are unforeseen delays in the completion of the financial reports for 2003). In any event, Bonuses will be paid by March 31, 2004.

IV. OTHER CONDITIONS OF INCENTIVE BONUS COMPENSATION PLAN:

Employee must be employed at the time of scheduled payment in order to qualify for any payment under this incentive bonus plan.

Employee must be familiar with and comply with INPUT standards and Practices.

The terms and conditions of qualification for receipt of bonuses, sales and orders, revenues and profits, etc. are set out in the relevant INPUT Practices.

SIGNED:

Employee

Date

INPUT

Date

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All amendments must be submitted to the President for review and approval.*



2003 INPUT INCENTIVE BONUS PLAN
Incentive Bonus Matrix

Printed 12/30/2003

Quarterly Incentive Bonus Matrix				1st Quarter		2nd Quarter		3rd Quarter		4th quarter	
Incentive Bonus Component	Actual Financial Performance Greater than or Equal to	Incentive Bonus Factor	Financial Target YTD	Incentive Bonus Target	Financial Target YTD	Incentive Bonus Target	Financial Target YTD	Incentive Bonus Target	Financial Target YTD	Incentive Bonus Target	
Sales Orders	100.0%	100.0%	\$ 2,960,000		\$ 6,640,000		\$ 11,170,000		\$ 17,400,000		
EBITDA	100.0%	100.0%	\$ (250,000)		\$ (600,000)		\$ (830,000)		\$ (750,000)		
Total				\$ 150		\$ 150		\$ 150		\$ 150	
Annual Sales Orders Incentive Bonus Matrix				Annual EBITDA Incentive Bonus Matrix				TOTAL			
Actual Financial Performance Less than or Equal to	Financial Target	Incentive Bonus Factor	Incentive Bonus Target	Actual Financial Performance	Financial Target	Incentive Bonus Factor	Incentive Bonus Target	Incentive Bonus Target			
80% (Less Than)	\$ 13,920,000	0.0%	\$ -	Less Profitable Than	\$ (925,000)	0.0%	\$ -	\$ -			
80% (Equal To)	\$ 13,920,000	50.0%	\$ 38	Equal To	\$ (925,000)	50.0%	\$ 38	\$ 75			
90.0%	\$ 15,660,000	75.0%	\$ 56		\$ (850,000)	75.0%	\$ 56	\$ 113			
100.0%	\$ 17,400,000	100.0%	\$ 75	Equal To or More Profitable Than	\$ (750,000)	100.0%	\$ 75	\$ 150			
110.0%	\$ 19,140,000	200.0%	\$ 150		\$ (550,000)	150.0%	\$ 113	\$ 263			
120.0%	\$ 20,880,000	300.0%	\$ 225		\$ (200,000)	250.0%	\$ 188	\$ 413			
				<u>Quarterly Incentive Bonus</u>							
				The Quarterly Incentive Bonus Components are earned and payable only if 100% of the YTD Sales Orders and EBITDA Financial Targets are achieved as of the end of the Quarter							
<u>Incentive Bonus Summary at 100%</u>				<u>Annual Incentive Bonus</u>							
Description	Sales Incentive Target	EBITDA Incentive Target	Total Incentive Bonus Target	Annual Incentive Bonus Components are earned and payable only if Company Profit (EBITDA) after Incentive Compensation & Bonuses meets or is more profitable than the Annual EBITDA Threshold of -\$925,000							
1st Quarter	\$ 75	\$ 75	\$ 150	In the event aggregate (company wide) Incentive Compensation & Bonuses would cause EBITDA to be less profitable than the Annual EBITDA Threshold, Incentive Compensation & Bonuses will be scaled pro-rata in order to meet the EBITDA Threshold							
2nd Quarter	\$ 75	\$ 75	\$ 150								
3rd Quarter	\$ 75	\$ 75	\$ 150								
4th Quarter	\$ 75	\$ 75	\$ 150								
Annual	\$ 75	\$ 75	\$ 150								
Personal Objectives			\$ 250								
Cumulative	\$ 375	\$ 375	\$ 1,000	< Insert Annual Total Incentive Bonus Target Here							
<u>Incentive Bonus Summary at 100%</u>											
Description	Sales Incentive Target	EBITDA Incentive Target	Total Incentive Bonus Target								
1st Quarter	7.50%	7.50%	15.00%								
2nd Quarter	7.50%	7.50%	15.00%								
3rd Quarter	7.50%	7.50%	15.00%								
4th Quarter	7.50%	7.50%	15.00%								
Annual	7.50%	7.50%	15.00%								
Personal Objectives			25.00%								
Cumulative	37.50%	37.50%	100.00%								



INPUT[®]**PRACTICES & METHODOLOGIES**

SECTION: Sales & Marketing

PRACTICE No: P-S 125

SUBJECT: Sales Planning & Reporting

DATE January 1, 2004

TOPIC: SALES QUOTAS AND COMMISSIONS

SUB-TOPIC: SALES QUOTAS AND COMMISSIONS

Prepared By: Douglas Strahan

Approved By: PAC

I. POLICY

- Commissions are normally earned and paid to the sales person responsible for prospecting, proposing & presenting, and closing the order at the rates for each product type that are defined in the Commission Plan.
- Commissions may be split among more than one sales person but generally may not be duplicated.
- A person's quota is based upon assigned accounts, products and services. Sales for products or services not included in a quota are also commissionable (but not counted towards quota) at the rate indicated in the sales plan.

II. PRACTICE

1. Commissions are earned and paid on sales orders that follow INPUT's Price List (*refer to Practice P-S 371 Price List*) in effect at the time of the order and where the sales person has conformed with all relevant INPUT Practices including documentation through Sales Order (OIF) forms (*refer to Practice P-S 180 Sales Orders Reporting*) and Contact Reports (*refer to Practice P-S 300 Contact Reports*).
2. Non-standard orders (*refer to Practice P-F 213 Nonstandard Orders*) only count for quota purposes and commission if approved in writing by the VP Sales.
3. **(Include "claw Back" Provisions)**
4. Commissions are not earned on (a) cash received more than 120 days past due or if earlier (b) accounts turned over to a collection agency or attorney for non-payment.
5. Commissions are only earned and paid on sales which comply with the Sales Territories Practice (*refer to Practice P-S 120 Sales Territories*).
6. Commissions are only fully earned and paid for sales made completely by the sales person. When more than one commissionable sales person is involved in a sale the commission may be split as described below, based on level of effort involved.
8. Partial credit for commission and quota purposes will be given to a sales person who is actively selling the specific product sold to a buyer by direct marketing and sales as demonstrated by Contact Reports (CRs) showing sales visits in the last 60 days. The buyer is a specific person within the client organization, not the organization.
9. Partial credit for commission and quota purposes may also be given for direct sales made to other units of an organization being worked by a sales person when it can be shown through CRs that the sales person's activity contributed to the identification of the buyer.



10. The portion of a subscription sales order that can be invoiced immediately is earned for commission calculations/payments and sales/quota performance measures. Any unbilled portions of a subscription sales order are not counted for commission calculations/payments and sales/quota performance measures, until the client is invoiced.
11. Additional fees for special billing (such as quarterly, six month, or other periods) or for special features are not commissionable nor do they count towards quota.
12. The amount realized from the resale of subscriptions to an existing account up to the amount received in the previous year (at the twelve month rate) is a Renewal sale for commission purposes. The amount realized in excess of this amount is a New sale for commission and quota purposes.
13. Renewal accounts are assigned at the beginning of the year but may be reassigned as new staff is added or otherwise at management's discretion.
14. A Renewal that is not completed after 90 days from the renewal date may be reassigned to another salesperson and will be counted as New sales if subsequently resold by the new Account Manager / Sales Representative.
15. Renewal subscriptions are counted in the month the old subscription expires or in the month of order receipt if later than that.
16. Multi-year subscription orders are split according to the time period. For New multi-year orders: the first year split is considered New business for commission and quota purposes and all subsequent years are considered Renewal business. For Renewal multi-year orders all years are considered Renewal business for commission purposes.
17. For Advisory Services and custom Software Solution sales, commission is only earned and paid on professional fees that are based on INPUT's standard billing rates and that carry standard INPUT profit margins Excluded from fees are:
 - Reimbursable expenses, etc.
 - Any pass through expenses for interviewing, programming, etc.
16. Commissions are earned and paid for qualified leads referred to another business segment, unit or sales person. The lead referral must be properly qualified and documented in the CR system.
17. Commissions are earned on the initial sale of Advisory Services and Software Solution (other than Hosted CMS) made directly or resulting from a referral. Commissions may be earned and paid for follow on phases of an initial sale at the discretion of INPUT management..
18. In the event a sales person's employment with the company terminates, final settlement of all commissions, bonuses and other incentives due will be calculated for the payroll which is scheduled following 30 days after the last day worked. Only orders booked up to the person's last day worked and where the corresponding invoice has been paid to INPUT within 30 days from that date will be earned and counted towards quota.
19. INPUT reserves the right to change the compensation plan at any time in whole or in part. Any changes made cannot be applied retroactively to sales made prior to the effective change date.
20. At the discretion of INPUT management, additional incentives may be provided. Such incentives are only valid if announced in writing by the VP Sales, with the approval of the President.
21. Each signed plan supersedes all other prior compensation plans.



III. PROCEDURES

A. MEASUREMENT AGAINST QUOTA

1. Sales performance of all staff that participate in the selling process is measured from the Order/Invoice/ Fulfillment (OIF) form. (*refer to Practice P-S 180 Sales Orders Reporting*).
2. Where only one commissioned sales person is responsible for the total sales order, the amount of the order is reported in the "COMMISSION" box of the OIF form. The order, when invoiced, is reported against quota on the sales person's Commission Report.
3. Where more than one commissioned sales person is responsible for an order, the order is shared according to the established guideline or otherwise, such as mutual agreement of the parties involved.
4. The guideline for splitting commission is as follows: 1/3 for Identification, 1/3 for Proposal / Presentation and 1/3 for Close.
5. If the parties involved do not agree, then determination is made by the:
 - VP Sales (if parties are from same unit),
 - President (if parties are from different units).
6. Identification of the sales people involved and their share is entered into the "COMMISSION" box of the OIF form.
7. The prorated amount of the order for each sales person is reported against quota on his/her Commission Report and commissions are paid on the prorated order amount, when paid.

B. RESPONSIBILITIES AND AUTHORIZATIONS

1. The VP & CFO is responsible for the preparation, maintenance and distribution of all commission plans.
2. Accounting is responsible for the calculation, recording, reporting and distribution of all commissions as well as the Quality Control on conformance with INPUT Practices.
3. The President approves all commission and bonus plans, including proposed changes.
4. Commission and Incentive Plans can only be changed with the written approval of the President.

IV. REFERENCES

A. RELATED PRACTICES:

- *P-S 120 Sales Territories*
- *P-S 180 Sales Orders Reporting*
- *P-S 300 Contact Reports*
- *P-S 371 Price List*
- *P-F 213 Nonstandard Orders*
- *P-H 241 Sales Staff Commission/Quota Plans*
- *P-H 496 Commission/Quota Performance Statements*



INPUT 2004 Plan
Sales Compensation
Notes

Date Printed 12/23/2003

Quarterly Commission & Accelerator:

Quarterly New Business

\$450k / 4 = \$112.5k

Restart each quarter

Tiers	Rate	Accelerator	Total	
150%	10%	4%	14%	sales over 125%
125%	10%	2%	12%	sales from 100% to 125%
100%	10%			(retro to 1st dollar)
70%	6%			

Quarterly Renewals

All sales 4%

Annual Accelerators

Must Exceed Annual Quota = New plus Renewal less Cancels

\$450k + \$330k - \$65k = \$715k

New Sales if over:

Tiers	Rate	Accelerator	Total	
150%	10%	2%	12%	sales over 125%
125%	10%	1%	11%	sales from 100% to 125%

Renewals Sales if over:

Tiers	Rate	Accelerator	Total	
150%	4%	2%	6%	sales over 125%
125%	4%	1%	5%	sales from 100% to 125%

Product Mix Bonus

Must Exceed Annual Quota = New plus Renewal less Cancels

New Business (sales to new clients, product upsells to existing clients)

Product Category	Goal %	New \$	Goal	# Over	\$k Bonus	% Sales
		\$450				
Fed (Non Op DB)	10%	45		1	0	
S&L (all)	10%	45		2	0	
Mkt Analysis (Fed & S)	10%	45		3	\$3	2%
CMS	10%	45		4	\$6	3%
Grants (S&L plus HE)	10%	45		5	\$9	4%
			225			

Issues

Pay based on orders

End of month payroll (move from 15th)

Clawback at 90 days past due invoice. Clawback what was paid in quarter sold. If collected

if over 90 days payment terms, only count invoiced amount in the quarter

2004 INCENTIVE COMMISSION PLAN
ACCOUNT MANAGER

Printed: 12/31/03

Name:		Unit:	Market Development Services and Hosted Capture Management Software
Plan Date: From:	January 1, 2004	To:	December, 31, 2004

I. BUSINESS ASSIGNMENT (Accounts, Products, Territory)

Accounts are companies serving the Public Sector markets.

Products are Market Development Services (MDS) subscriptions and the Capture Management Software (CMS) hosted services.

AM may also sell or be involved in sales in Advisory Services (AS) projects and other products and services as approved.

Territory is assigned non-exclusively by geography, name category or other means and is subject to change.

Company Tier:	Greater than \$25M non-strategic
Geography:	
Alpha:	
Named Accounts:	

II. COMMISSION STRUCTURE:

A. Quota

Annual Quota is the sum of the Annual New Sales Target and Annual Renewal Sales Target.

Quarterly Quota is one quarter of the Annual New Sales Target.

B. New Sales Target

New sales orders accepted in the plan period. Commissions are earned and paid at the Tier 1 rate until 75% of the Quarterly New Sales Target is achieved. Once the 75% level is achieved Tier 2 rate is paid on new orders and made retroactive to the first order in the quarter.

(For new employees, Accelerators over 100% are only earned when the Account Manager has achieved a fully ramped Quarterly New Sales Target.)

Annual New Sales Target:	\$450,000
Quarterly New Sales Target	\$112,500
Tier 1. Commission on new sales > 0% <= 75%	6.0 %
Tier 2. Commission on new sales >75% <= 100%	10.0 % (retroactive to all new sales in the quarter)



Tier 3. Commission on new sales > 100% <= 125%	12.0%
Tier 4. Commission on new sales > 125%	14.0 %

C. Annual Renewal Sales Target.

Renewal sales orders accepted in the plan period. The Renewal Allocation is not guaranteed and is subject to change in the Plan Period.

Annual Renewal Sales Target (net of 20% cancels):	\$266,000
Commission on sales:	4.0 %

D. All Other Sales in the Plan Period

Other sales orders accepted in the plan period:

Commission on leads:	2.0 %
Commission on complete sales (includes completing the proposal and closing the sale with limited assistance).	Up to 2.0 % additional

E. Annual Accelerator Commission Plan

Employee is eligible to participate in the Accelerator Commission Plan once they exceed 100% of their Annual Quota. The accelerator is paid on the total of both new and renewal business.

Tier 1. Commission on sales > 100% <= 120%	1.5%
Tier 2. Commission on sales > 120%	3.0 %

F. Annual Product Mix Bonus

Employee is eligible to participate in the Annual Product Mix Bonus once they have achieved 100% of their Annual Quota. The bonus is based on the number of product category targets achieved. Targets are assigned to each product category based on the New Sales Target. Only new product sales to new and existing customers count towards achieving the targets for the Product Mix Bonus.

1-2 Categories	\$0
3 Categories	\$3,000
4 Categories	\$6,000
5 Categories	\$12,000

III. CALCULATION

Quota performance is based on sales orders in the plan period.

A. New Subscription Program and new CMS hosted services Sales



Commission is calculated each month based on a Quarter-to-Date cumulative (QTD) performance.

B. Renewal Subscription Program Sales & Other Sales

Commission is calculated each month based on sales orders received that month for these sales

C. Annual Commission Accelerator

Commission is calculated at the end of the year based on New Subscription Sales and Renewal Subscription Sales received Year-to-Date (YTD)

D. Annual Product Mix Bonus

Bonus is calculated at the end of the year based on the number of product category targets achieved Year-to-Date (YTD)

IV. PAYMENT

Commission payments are based on sales orders.

Commissions and affected accelerators and bonuses are reversed if payment is not received within 90 days of the sales order. If payment is received after 90 days, the AM will receive 50% of the commission and 100% quota credit on the order in the month in which payment is received; accelerators and bonuses for the prior period will not be recalculated.

All commission payments are made on the second payroll (the last day of the month) following the end of the month in which relevant sales orders were received.

If payment terms are over 90 days, only the amount invoiced in the quarter will count toward Quota and Commission.

Renewal subscriptions are counted in the month the old subscription expires or in the month of order receipt if later than that.

OTHER CONDITIONS OF INCENTIVE PLAN:

INPUT reserves the right to modify this Incentive Compensation Plan at any time.

The terms and conditions of sales, orders, commission and quota plans are set out in the relevant INPUT policies, including P-S 125, SALES QUOTAS AND COMMISSIONS.

SIGNED:

Employee

Date

INPUT

Date

*This document must not be modified, changed or amended except as authorized by the President.
All amendments must be submitted to the President for review and approval.*



Peter Cunningham

From: RCunningham@AlexanderGroupInc.com
Sent: Monday, December 09, 2002 10:31 AM
To: pac@input.com; rcunningham@alexandergroupinc.com
Cc: patc@input.com
Subject: RE: 2003 Comp Plans (drafts)



R-P Sales Comp
(Field) 2003 P...

Hi dad,

I took a quick look at these plans for the field position only. I am assuming that the Telesales versions are similar except with different pay levels and corresponding rates. If not, let me know and I will look at those ones as well. I thought that the plans look good. They seem to be similar to last years if I am not mistaken. Also, I liked the calculation spreadsheets as a mechanism for comparing plans and reviewing the payout rates at different levels of payout.

A couple of questions and food for thoughts:

* 2 tier vs. 3 tier. The two tier is easier to administer and calculate. These two versions actually send a slightly different message to the sales person. The two tier system is straight forward. Any sales under your plan, you get x % and any sales over 100% you get almost twice that amount. A pretty strong message and high reward to overachieve plan. The 3 tier option provides one rate below 80%, a slightly higher rate from 80%-100%, along with a double of the first rate for above 100% (again a strong message and high reward for overachieving plan). The difference between 6% and 8% may not be significant enough to really affect behavior. If these two rates were 2% and 10%, then you would see an affect on behavior. Also, I would suggest that you look at yet another option - a 3 tier option that includes 1 rate below 100% and 2 rates above 100%. In this option, the company is motivating the sales person to overachieve at a higher level than target. For example, provide 6% for up to 100% quota, 10% between 100% and 120% and 18% for above 120%, you send a message that achieving plan is great, overachieving plan by great than 20% is even better. I attached this option to this email. I recall that last year you wanted a rate set at 80% of quota, because that amount tied to your company budget. Did people have difficulty in achieving 100% last year? Companies usually overallocate their plan, but they tend not to do it by so much. The risk you run when you overallocate by so much is that your quotas are so inflated that they become unrealistic and unfair. Best quota setting practices have 70% of individuals achieving their plan and 10-15% of them achieving excellence. Otherwise, the incentive plan can become a demotivator. I am wondering what people achievement levels were last year.

* Is there a cap at 150%? How comfortable are you with the quota setting? You may want to consider a deceleration rate above 150% (equivalent to 6% or 4%) so that you can still provide pay and a positive message to the sales team, while ensuring that you do not overpay when the company fails to properly set realistic quotas. We find that once you overpay an individual, they will come to believe that they are worth that amount and become demanding in the future years or will leave because they are unsatisfied with their pay. This decision should again depend on your level of comfort with the quota setting. Again, I am wondering what people's performance was last year.

* What are your business objectives for next fiscal year? You should always look at these objectives and make sure that your incentive plans tie to these (e.g., new product sales, account management responsibilities, etc.)

* Now that INPUT has grown quite a bit and you have increased your sales force, how equal are their territories? Sales commission incentive plans work best for companies in growth mode who can equalize the sales territories by moving zip codes or account assignments. When companies get larger and the sales people have more account management responsibility, management and the customers do not want to realign territories. If

territories are unequal (in terms of sales potential), then some sales people will earn more than others just by the nature of their territories, which can be unfair. More importantly, as a company, you may not be optimizing your sales force because those individuals with easier territories may be making good money without having to tap into the full potential in their accounts base.

* For renewal sales, how much influence do the sales people have over whether these renewals close or not? Is there a threshold amount that they should bring in the door before you pay them on it? I would imagine that that renewal sales are low hanging fruit for INPUT and you would want to make sure that the sales people do not focus their time only on new sales as opposed to renewals sales due to their reward for effort. This is something that you may want to have sales management manage as opposed to baking it into the sales incentive plan.

* Discrete quarterly vs. annual quotas? Did you have any individuals who purposely pushed or pulled orders into one quarter over the other because of the pay scheme? Good sales people will try to game their plan (and quite frankly you want them too, as long as the plan ties to your business and financial objectives). The YTD quarterly bonus gives some reward for continuous sales, but it is somewhat insignificant compared to payouts with the high accelerator rates. Companies generally do not want the sales people purposefully delaying customer orders or pushing customers to sign orders early just to get a higher payout. These activities could cause customer satisfaction issues and eventually lost sales.

Please let me know if you have any additional questions or want to talk live regarding any of these notes.

Hope all is well,
Rachel

-----Original Message-----

From: Peter Cunningham [mailto:pac@input.com]
Sent: Saturday, December 07, 2002 2:05 PM
To: Rachel Cunningham
Cc: 'Pat Cunningham'
Subject: FW: 2003 Comp Plans (drafts)

Dear Rachel:
What do you think of these. I still like the 3 tier system? Thanks Pete

-----Original Message-----

From: Scott Lewis [mailto:slewis@input.com]
Sent: Friday, December 06, 2002 2:12 PM
To: 'Peter Cunningham'
Cc: 'Douglas Strahan'
Subject: 2003 Comp Plans (drafts)

Attached you'll find 2 versions/plans for Field and Telesales.

Plan 2 is a more simplified plan. Only 2 commission tiers vs 3 tier for plan 1.

* In discussions w/ Doug, we agree that plan 2 is easier for all involved. Easy for the reps to understand (more effective in having reps understand actual sales vs commission check) and much easier from an accounting perspective.

* I still need to re-look at renewal dollars by rep. I think I'm close but we may need to make some minor adjustments depending on total average renewals per rep.

* 2003 quotas increasing 10% over 2002

Scott Lewis



**2003 INCENTIVE COMMISSION PLAN
ACCOUNT MANAGER**

Printed: 02/19/03

Name:		Unit:	
Plan Date: From:		To:	

I. BUSINESS ASSIGNMENT (Accounts, Products, Territory)

Accounts are companies serving the Public Sector markets.

Products are Market Development Services (MDS) subscriptions. AM may also sell or be involved in sales in Advisory Services (AS) projects as approved.

Territory is assigned non-exclusively by geography, name category or other means and is subject to change.

Company Tier:	
Geography:	
Alpha:	
Named Accounts:	

II. COMMISSION STRUCTURE:

A. New Subscription Program Sales in the Plan Period

QUOTA for sales orders accepted and invoiced in the plan period. Commissions are earned and paid at the Tier 1 rate until the Annual Quota and the Sales Mix Hurdle are both achieved:

Annual Quota:	\$605,000
Sales Mix Hurdle at Quota: Non Federal IT & C ⁴ I Opportunity sales:	\$151,250
Tier 1. Commission on sales up to Quota:	6.5 %
Tier 2. Commission on sales from Quota to 150% of Quota:	12.0 %
Tier 3. Commission on sales in excess of 150% of Quota:	18.0 %

B. Renewal Subscription Program Sales in the Plan Period

Renewal sales orders accepted and invoiced in the plan period. The Renewal Allocation is not guaranteed and is subject to change in the Plan Period.

Approximate Renewal Allocation:	\$270,000
Commission on sales:	3.0 %

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF POLITICAL SCIENCE

THEORY OF POLITICAL BEHAVIOR
POL 301

LECTURE 1: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

LECTURE 2: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

LECTURE 3: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

LECTURE 4: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

LECTURE 5: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

LECTURE 6: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

LECTURE 7: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

LECTURE 8: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

LECTURE 9: THE SCIENCE OF POLITICS

THEORY OF POLITICAL BEHAVIOR

C. All Other Sales in the Plan Period

Other sales orders accepted and invoiced in the plan period:

Commission on leads:	2.0 %
Commission on complete sales (includes completing the proposal and closing the sale with limited assistance).	Up to 2.0 % additional

D. INPUT Incentive Bonus Plan

Employee is eligible to participate in the INPUT Incentive Bonus Plan. The Annual Incentive Target is prorated if the employee starts after the beginning of the current Plan Year.

Annual Incentive Bonus Target:	\$5,000
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III. CALCULATION

Quota performance is based on sales orders accepted and invoiced ("sales") in the plan period.

A. New Subscription Program Sales

Commission is calculated based on cumulative Year-to-Date (YTD) performance relative to Annual Quota and on achieving the Sales Mix Hurdle.

B. Renewal Subscription Program & Other Sales

Commission is calculated each month based on cash received that month for these sales

IV. PAYMENT

Commission payments are based on cash received (not sales orders).

All commission payments are made on the first payroll (the 15th of the month) following the end of the month in which cash is received.

V. OTHER CONDITIONS OF INCENTIVE PLAN:

INPUT reserves the right to modify this Incentive Compensation Plan at any time.

The terms and conditions of sales, orders, commission and quota plans are set out in the relevant INPUT policies, including S125, SALES QUOTAS AND COMMISSIONS.

SIGNED:

Employee

Date

INPUT

Date

This document must not be modified, changed or amended except as authorized by the President.

All amendments must be submitted to the President for review and approval.

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CURRENT PRACTICE			FORMAT							
No.	Topic	Practice Date	None	Paper	SO	Effort (days)	Priority (5 high, 1 low)	Status	In Draft	Assigned To (Preparer)
100s CALENDAR & SCHEDULE										
P 100	CORPORATE CALENDARS AND PLANNING ACTIVITIES	06/26/01		X	X			Q3 2005		DSS
P 100A	Corporate Calendar	03/30/06		O	X			Current		
P 100B	Corporate Calendar-Activities Schedule	01/30/04		O	X			Current		
P 100C	Corporate Annual Tickler List	01/01/94		X	X			Q3 2005		DSS
P 100D	Holidays Memo 2007	08/29/06		X	X			Current		
P 110	PLANNING CYCLES	03/03/04		X	X			Current		
P 120				X				None		
P 130	SCHEDULES	09/28/04		X	X			Current		
P 130AX	Planning Schedules- Chart	09/28/04		X	X			Current		
P 131	Product Program Schedules	08/29/06		X	X			Current		
P 131AX	Product Annual Schedule	08/29/06		X	X			Current		
P 131AX	UK Product Annual Schedule	09/28/04		X	X			Current		
P 133	Project Schedules		X					None		
P 133AX	Project Quarterly Schedule	09/28/04		X				Current		
P 133AX	UK Project Quarterly Schedule	09/28/04		X				Current		
P 135	Personal Schedules	08/29/06		X	X			Current		
P 135AX	Personal Annual Schedule	08/29/06		X	X			Current		
P 135AX	UK Personal Annual Schedule	09/28/04		X	X			Current		
P 135BX	Personal Quarterly Schedule	08/29/06		X	X			Current		
P 135BX	UK Personal Quarterly Schedule	09/28/04		X	X			Current		
200s MEETINGS & REPORTING										
P 200	PLANNING MEETINGS ORGANIZATION/FORMATS	12/04/90		X	X			Q3 2005		DSS
P 200A	Exhibit A-Meeting(s) Objectives (2 of these!)	07/08/02		X	X			Q3 2005		DSS
P 200B	Exhibit B-Standard Meeting Agenda	12/04/90		X	X			Q3 2005		DSS
ANNUAL REGIONAL PROFESSIONAL STAFF MEETING FORMAT										
P 210	Annual Regional Professional Staff Meeting Exhibit A	04/19/04		X	X			Current		
P 210A	Annual Regional Professional Staff Meeting Exhibit A	04/19/04		X	X			Current		
STRATEGIC PLANNING MEETING										
P 220	Strategic Planning Meeting Agenda	04/11/05		X	X			Current		
P 220A	Strategic Planning Meeting Agenda	04/11/05		X	X			Current		
ANNUAL PLAN: OBJECTIVES & PRODUCT PLANNING MEETING AGENDA OUTLINE										
P 230	Annual Plan: Objectives and Product Planning Meeting Agenda Outline Exhibit A	06/26/01		X	X			Q3 2005		DSS
P 230A	Annual Plan: Objectives and Product Planning Meeting Agenda Outline Exhibit A	06/26/01		X	X			Q3 2005		DSS
ANNUAL PLAN: PRODUCT PLAN & PRELIMINARY FINANCIAL BUDGET PLANNING MEETING FORMAT										
P 240	Annual Plan: Product Plan & Preliminary Financial Budget Planning Meeting Format	06/26/01		X	X			Q3 2005		DSS
P 250	ANNUAL PERFORMANCE REVIEW MEETINGS	06/26/01		X				Q3 2005		DSS
ANNUAL PLAN QUARTERLY REVIEW & UPDATE PLANNING MEETING FORMAT (N/A)										
P 260	Quarterly Performance Review Meetings Agenda		X					Q3 2005		DSS
P 260A	Quarterly Performance Review Meetings Agenda	06/26/01		X	X			Q3 2005		DSS
MONTHLY EXECUTIVE REVIEW MEETING										
P 280	List of Financial Reports	08/17/04		X	X			Current		
P 280AX	List of Financial Reports	03/23/05			X			Current		
WEEKLY AND MONTHLY STAFF MEETINGS										
P 290	Monthly Staff Meetings Agenda	09/27/04		X	X			Current		
P 290A	Monthly Staff Meetings Agenda	09/27/04		X	X			Current		
P 294	Weekly Executive Meeting	09/27/04		X	X			Current		
P 294A	Weekly Executive Meeting Agenda	09/27/04		X	X			Current		
P 295	Weekly Individual Executive Meetings	10/02/04		X	X			Current		
P 295A	Weekly Individual Executive Meetings Agenda	10/02/04		X	X			Current		
P 296	Weekly Managers' Meetings	09/27/04		X	X			Current		
P 296A	Weekly Managers' Meetings Agenda	09/27/04		X	X			Current		
P 297	Weekly Management Status Report	09/27/04		X	X			Current		
P 297A	Weekly Management Status Report Template	09/27/04		X	X			Current		

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No.	Topic	Practice Date	None	Paper	Sp				
P 298	Executive Action Items	04/11/05		X			Current		
P 298A	Executive Action Items List	04/11/05		X			Current		
300's FINANCIAL PLANNING									
P 300	FINANCIAL PLANNING SCHEDULE		X				None		
P 310	FINANCIAL PLANNING MODELS		X				None		
P 311	Business Models (was 139)	07/00/96		X			Q3 2005		DSS
P 320	TRANSFER PRICE						Q3 2005		
P 330	FINANCIAL PLANNING ASSUMPTIONS (was 131)	12/10/90	X	X			Q3 2005		DSS
P 331	Staff Efficiency Factors (was 132)	04/09/90	X	X			Q3 2005		DSS
P 332	Sales Planning & Quota Rates (was 133)	11/26/90	X	X			Q3 2005		DSS
P 333	Project Costs and Billing Rates (was 134)	11/26/90	X	X			Q3 2005		DSS
P 333A	Billing Rates- US Update	06/10/97	X	X			Q3 2005		DSS
P 334	Standard Working Hours/Direct Working Hours (was 135)	04/11/91	X	X			Q3 2005		DSS
P 335	Overhead Allocations and Rates (was 136)	12/07/94	X	X			Q3 2005		DSS
P 336	Corporate & Central Planning (was 137)	12/17/03	X				Q3 2005	X	DSS
P 336AX	Corp-Cent Charges Allocation Chart	05/01/98	X	X			Q3 2005	X	DSS
P 350	FINANCIAL PLANNING REPORTS		X				None		DSS

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100s SALES PLANNING AND REPORTING							
S 100	SALES FORECASTING AND PLANNING (100)	09/27/04		X	X	Current	
S 110	SALES TERRITORIES (120)	09/27/04		X	X	Current	
S 110AX	Sales Territories (120AX)	ongoing		X	X	Current	
S 111	Sales Quotas and Commissions (125)	03/29/05			X	Current	
S 112	Sales Territories & Management Reporting (121)	08/17/04		X	X	Current	
S 112A	Sales Territories & Management Reporting (121A)	08/17/04		X	X	Current	
S 120	PUBLIC SECTOR SALES PERFORMANCE METRICS (120)	09/27/04		X	X	Current	
S 130	SALES PLANNING & REPORTING (150)			X		None	
S 131	Field Sales Schedules and Reporting (151)			X		None	
S 132	Telesales Schedules and Reporting (152)			X		None	
S 140	UPSELL TARGET REPORT (160)	02/21/05			X	Current	
S 150	ORDERS PROCESSING	09/27/04		X	X	Current	
S 151	Pricing/Tier Exception Practice (181)	09/28/04		X	X	Current	
S 151A	Request for Non-Standard Order	03/22/05			X	Current	
S 152	Booking Report, Copies, Newsletters, Orders (PEC) (182)			X		None	
S 153	Booking Custom Orders (PEC) (183)			X		None	
S 154	Booking Multi-client Orders (PEC) (184)			X		None	
S 155	Booking Subscription Programs Order (PEC) (185)			X		None	
S 156	Cancellation of Orders (PEC) (189)			X		None	
S 160	PROGRAM/SALES INTERACTION (190)	02/21/05		X	X	Current	
200s BUSINESS DEVELOPMENT							
S 210	CONTACT REPORTS (300)	03/14/04		X	X	Current	
S 220	INPUT SELLING CYCLE (340)	10/02/04		X	X	Current	
S 221	Guest Access Procedures (341)	02/21/05			X	Current	
S 230	PRODUCT PRICING (370)	10/02/04		X	X	Current	
S 230A	Price List Update Calendar (370A)	10/02/04		X	X	Current	
S 231	INPUT Price Lists (371)	10/02/04		X	X	Current	
S 231AX	INPUT Price List (371A)	05/19/05		X	X	Current	
S 232	Pricing Change Procedure (372)	10/02/04		X	X	Current	
S 240	SALES COMMUNICATIONS/CORRESPONDENCE (PEG)			X		None	
S 241	Sales Letters/Client Communications (PEC) (401)			X		None	
S 242	Telesales Letters/Client Communications (PEC) (402)			X		None	
S 250	SALES PROPOSALS/AGREEMENTS/CONTRACTS (PEC)			X		None	
S 251	Custom Proposals (447)	01/25/01		X	X	Q3 2005	
S 251A	Custom Transmittal Letter (447A)	01/25/01		X	X	Q3 2005	
S 251B	Custom Proposal (448B)	01/25/01		X	X	Q3 2005	
S 252	S&M Service Proposal Agreements (PEC) (448)			X		None	
S 253	Computer Database Products Agreements/Licenses (PEC) (449)			X		None	
S 254	Program Subscription Service Agreements (PEC) (441)			X		None	
S 254A	Services Agreement Form (441A)	03/23/05			X	Current	
S 255	Conference/Seminar Order Forms (PEC) (442)			X		None	
S 256	Program Reports Order Forms (PEC) (443)			X		None	
S 257	Multiclient Agreements (PEC) (445)			X		None	
S 258	Proposals			X		Q3 2005	
S 259A	CMS Host Form Agreement	06/29/05			X	Current	
S 259B	CMS Host Form Agreement Amendment	06/29/05			X	Current	

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S 259C	CMS Host Form Agreement - Exhibit C	06/29/05			X		Current	
300s CLIENT TRAINING								
S 310	MEMBER SERVICES- GENERAL						None	
S 311	365 Day Renewal Plan	04/18/06			X		Current	
S 312	First 90-Day User Experience	02/06/06			X		Current	
S 313	Member Advisor Structured Week	04/18/06			X		Current	
S 314	Member Training Process	04/18/06			X		Current	
S 315	Member Contact and Visit Commitments	05/12/06			X		Current	
S 315 A	Member Contact and Visit Schedule	05/12/06			X		Current	
S 320	MEMBER SERVICES- TEAMING		X				None	
S 321	Member Services Teaming Agreements	04/18/06			X		Current	
S 322	Account Escalation	04/18/06			X		Current	
S 323	Transitioning Accounts	04/18/06			X		Current	
S 330	MEMBER SERVICES- TRAINING		X				None	
S 331	Member Services Training Process (541)	09/27/04		X	X		Current	
S 331 A	Training Satisfaction Follow-Up Email (541A)	09/27/04		X	X		Current	
S 331 B	Training Contact Reports	09/27/04		X	X		Current	
S 332	Scheduling Member Services Training (542)	09/27/04		X	X		Current	
S 332A	Training Follow-Up Email (542A)	09/27/04		X	X		Current	
S 333	Low Usage Alert Process	09/28/04		X	X		Current	

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100s MARKETING PLANNING & REPORTING								
M 110	ANNUAL MARKETING ACTIVITIES SCHEDULES & PLANNING (200)		X				None	
M 111	Marketing Monthly Report (201)	09/28/04		X	X		Current	
M 111AX	Marketing Monthly Report	09/28/04		X	X		Current	
M 112	Marketing Management Reporting Against Plan (205)		X				None	
M 120	MARKETING STAFF SCHEDULES (250)		X				None	
M 130	PROGRAM RENEWAL SCHEDULES AND ACTIVITIES (280)		X				None	
M 131	Renewal Package Procedures (281)		X				None	
200s LEAD GENERATION & PROMOTION								
M 210	CORPORATE MAIL LISTS (310)	08/17/04		X	X		Current	
M 211	Mail List Administration (PEC) (312)		X				None	
M 212	Mail List Updating Procedure (PEC) (216)		X				None	
M 220	INPUT SELLING CYCLE (340)		X				None	
M 221	Lead Qualification (345)	08/17/04		X	X		Current	
M 230	PROGRAM/PRODUCT MARKETING METHODOLOGY(PEC) (350)		X				None	
M 231	Program Subscriptions (PEC) (351)		X				None	
M 232	Market Action (MAP) Projects (PEC) (354)		X				None	
M 233	Multiclient (PEC) (356)		X				None	
M 234	Custom (PEC) (357)		X				None	
M 235	Custom - Partner Promotion Projects & Programs (PEC) (358)		X				None	
M 240	DIRECT MAIL PROMOTION (410)	12/02/04			X		Current	
M 241	Email Promotions (411)	08/17/04					Current	
M 242	INPUT Newsletters (PEC) (415)	N/A	X				None	
M 243	INPUT/Output Procedures (416)	12/06/04		X	X		Current	
M 244	Executive Appointment Introductory Communication	06/21/05			X		Current	
M 244A	Government Industry Appointment Announcement							
M 244A	Resources	06/21/05			X		Current	
M 244B	Executive Appointment Introductory Letter	06/21/05			X		Current	
300s COLLATERAL & SALES SUPPORT								
M 310	SALES PRESENTATIONS- GENERAL (430)	03/24/04		X	X		Current	
M 311	Sales Presentations- Format (431)	03/24/04		X	X		Current	
M 312	Sales Presentations- Content (432)	03/24/04		X	X		Current	
M 313	Sales Presentations- Delivery (433)	03/24/04		X	X		Current	
M 320	CORPORATE MARKETING LITERATURE (PEC) (450)		X				None	
M 321	Direct Marketing Brochure Preparation (Summary of Current Projects-PEC) (453)	03/20/05		X	X		Current	
M 321A	Report Brochure (453A)	03/20/05			X		Current	
M 322	Marketing Collateral (INPUT Senior Staff List-PEC) (454)	02/21/05		X	X		Current	
M 322A	Multiclient Sample	02/21/05			X		Current	
M 323	Representative Corporate Client List (456)	12/06/04		X	X		Current	
M 323A	Representative Corporate Client List (456A)	12/06/04		X	X		Current	
M 324	Price Lists (PEC) (457)		X				None	
M 325	About INPUT Statement (459)	03/23/05			X		Current	
M 326	Corporate Capabilities Brochure (PEC) (451)		X				None	
M 327	Summary of Current Services Brochure (PEC) (452)		X				None	
M 328	Client List (Staff Profiles-PEC) (455)		X				None	

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M 330	PROGRAM MARKETING LITERATURE/COLLATERAL (460)		X				None		
M 331	Product Marketing Collateral	12/06/04		X	X		Current		
M 332	Program Brochures (PEC) (461)			X			None		
M 333	Program Report Descriptions (PEC) (462)			X			None		
M 334	Program Report/Conference Brochures (Curr 453?)-PEC (463)			X			None		
M 335	Program Representative Client List (PEC) (464)			X			None		
M 336	Program Recent Reports List (PEC) (465)			X			None		
M 337	Program M/C Projects Brochure (PEC) (466)			X			None		
M 338	Recent Custom StudyList (PEC) (467)			X			None		
M 339	Competitive "Knockoffs" (PEC) (469)			X			None		
M 340	WEEKLY CLIENT CONTRACT ROUNDUP	06/21/05			X		Current		
400s EVENTS									
M 410	EVENTS (420)	09/27/04		X	X		Current		
M 410AX	Event Summary	09/27/04		X	X		Current		
M 411	Executive Breakfasts (421)	09/27/04		X	X		Current		
M 411A	Executive Breakfast Procedures (421A)	09/27/04		X	X		Current		
M 411B	Executive Breakfast Survey Format (421B)	09/27/04		X	X		Current		
M 411CX	Executive Breakfast Survey Results Format	09/27/04		X	X		Current		
M 411D	Executive Breakfast Emcee Notes Template	03/23/05		X			Current		
M 412	Conferences (422)	10/02/04		X	X		Current		
M 412A	Conference Procedures (422A)	10/02/04		X	X		Current		
M 413	External Web Promotion Placement	10/02/04		X	X		Current		
M 413A	External Web Promotion Sources	10/02/04		X	X		Current		
M 414	Events Business Line Reporting	06/21/05		X			Current		
M 414AX	Monthly Orders Reporting	06/21/05		X			Current		
M 414BX	Event Detail	06/21/05		X			Current		
M 414CX	Master Event Revenue	06/21/05		X			Current		
M 415	Webinars	06/21/05		X			Current		
M 417	Event Date Selection and Booking	03/20/05		X			Current		
M 418	Inclement Weather Cancellation	06/29/05		X			Current		
M 419	New Event Development	06/29/05		X			Current		
M 420	INDUSTRY ASSOCIATIONS (490)	03/29/05			X		Current		
M 420AX	Trade Associations	03/23/05			X		Current		
M 421	Trade Show/Conferences (PEC) (495)		X				None		
500s MEDIA RELATIONS									
M 510	MEDIA RELATIONS (480)	02/21/05		X	X		Current		
M 511	Media Releases (481)	06/03/04		X	X		Current		
M 511A	Media Release Standard Format (481A)	02/21/05		X	X		Current		
M 511B	Media Release Template (US) (481B)	03/03/04		X	X		Current		
M 511C	Media Release Template (UK) (481C)	03/03/04		X	X		Current		
M 512	Magazine Articles (PEC) (485)		X				None		
M 513	Identification of Articles/INPUT Mentions (PEC) (488)		X				None		
M 514	Media Mention Analysis Reporting	03/29/05			X		Current		
M 514AX	Media Mention Analysis Reporting Format Template		X				Q3 2005		
CORPORATE COMMUNICATIONS-PUBLIC RELATIONS (470)									
M 520			X				None		
600s INPUT WEBSITE									
M 610	HOME PAGE			X			None		
M 620	PRODUCT PAGES			X			None		
M 630	WEB RESPONSE FORMS			X			None		

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100s RECRUITMENT & STAFFING									
H 110	HIRING REGULATIONS (150)			X			None		
H 111	Employment Eligibility Verification (Form I9) (was 485)			X	X		None		
H 112	Hiring and Placement Restrictions (155)	02/21/05		X	X		Current		
H 112A	I-9 Form (155A)	02/21/05		X	X		Current		
H 113	Employment of Minors (156)		X				None		
H 114	Equal Employment Opportunity (201)	06/01/98		X	X	5	Q3 2005		NW
NEW HIRE PROCESSING & ORIENT ATION									
H 130	NEW HIRE PROCESSING & ORIENT ATION			X			None		
H 131	New Employee Company Orientation (251)	03/20/05			X		Current		
H 131A	New Hire Orientation Content & Key Practices	03/31/05			X		Current		
H 131B	Personnel File Preparation (251B)	03/20/05			X		Current		
H 131C	New Employee Orientation Schedule (251C)	03/20/05			X		Current		
H 131D	New Employee Data Sheet (251D)	03/31/05			X		Current		
H 131E	Voluntary Employee Self ID Form (200A)	03/20/05			X		Current		
H 137	New Employee Presentation		X				None		
H 137A	New Hire Orientation & Key Practices	03/31/05			X		Current		
H 137B	New Hire Business Cards and Noteheads		X				None		
H 137C	New Hire US Credit Union		X				None		
RECRUITING (160)									
H 160	RECRUITING (160)	10/02/04		X	X		Current		
H 160A	Regular Staff Requisition - US	02/21/05		X	X		Current		
H 160B	Regular Staff Requisition - UK	02/21/05			X		Current		
H 160C	Standard Interview Questions	10/02/04		X	X		Current		
H 160D	Sales Interview Questions	06/21/05			X		Current		
H 161	Recruiting/Applicant Sources	07/24/95		X	X		Q3 2005		NW
H 162	Employment Applications/Resume Processing	01/01/93		X	X		Q3 2005		NW
H 162A	Employment Application	06/21/05			X		Current		
H 162C	Job Advertising Response Log	09/01/92		X			Q3 2005		NW
H 162D	Job Applicant Flow Log	09/01/92		X			Q3 2005		NW
H 162E	INPUT Response Letter	01/01/93		X			Q3 2005		NW
H 162F	INPUT - No positions that fit your qualifications	01/01/93		X			Q3 2005		NW
H 162G	Receipt of Resume - No Position at this time	01/01/93		X			Q3 2005		NW
H 162H	Follow-Up Letter After Interview	01/01/93		X			Q3 2005		NW
H 163	Applicant Screening & Selection		X				None		
H 163A	Reference Check - Non-M anager	09/30/04			X		Current		
H 163B	Reference Check - M anager	09/30/04			X		Current		
H 165	Offers of Employment		X				None		
CONTRACTS OF EMPLOYMENT									
H 170	CONTRACTS OF EMPLOYMENT	02/06/02			X		Q3 2005		NW
H 170A	Offer Letter- Staff (Confidential)	03/31/05			X		Current		
H 170A2	Offer Letter - Manager (Confidential)	03/31/05			X		Current		NW
H 170A3	Offer Letter- VP (Confidential)	03/31/05			X		Current		NW
H 170B	Offer Letter- Part Time Employee (Confidential)	03/31/05			X		Current		NW
H 170C	Employment Agreement - Exempt (Confidential)	04/28/03			X		Q3 2005		NW
H 170D	Employment Agreement - Non-Ex empt (Confidential)	04/28/03			X		Q3 2005		NW
H 170E	Employment Agreement - Addendum - Other Work (Confidential)	01/30/02			X		Q3 2005		NW
CONTRACTING OF INDEPENDENT & TEMPORARY PERSONNEL & SERVICES									
H 180	CONTRACTING OF INDEPENDENT & TEMPORARY PERSONNEL & SERVICES	01/14/87		X	X		Q3 2005		NW
H 180A	Temporary Staff Requisition	05/19/05			X		Current		
H 180B	Temporary Staff Requisition-UK	02/21/05			X		Current		
H 181	Hiring Independent Consultants	01/26/87		X	X		Q3 2005		NW
H 181A	Agreement for Consulting Services				X		Q3 2005		NW
H 182	Hiring Temporary Support (Non-Ex empt) Staff				X		Q3 2005		NW
H 182A	Temporary Employment Agreement (Confidential)	05/27/03			X		Q3 2005		NW
H 182C	Confidentiality Agreement- Temp from Agency (Confidential)	05/27/03			X		Q3 2005		NW
H 183	Contracting Independent Contractors	12/01/93		X	X		Q3 2005		NW
H 183A	Independent Contractor Agreement (Confidential)	02/21/05			X		Current		
H 184	Confidentiality Agreement	05/12/01			X	X	Q3 2005		NW
H 185	Contracting Independent Sales Agents		X				None		
200s SALARY ADMINISTRATION & PERFORMANCE REVIEW									
H 210	EMPLOYMENT STATUS & CLASSIFICATION	12/05/01		X	X		Q3 2005		NW
H 210AX	Job Codes & Classification	12/05/01		X	X		Q3 2005		NW
TITLES AND JOB DESCRIPTIONS									
H 220	TITLES AND JOB DESCRIPTIONS			X			None		
H 221	Job Descriptions	12/05/01		X	X		Q3 2005	X	NW
H 221A	Job Description Template	03/09/04		X	X		Current		
H 222	Job Titles & Business Cards	10/09/03		X	X		Q3 2005		NW
H 222A	Input Job Titles And Business Card Titles	10/12/03		X	X	5	Q3 2005	X	NW
H 222B	Business Card Logo	10/23/02		X	X		Q3 2005		NW
SALARY RANGES									
H 230	SALARY RANGES			X			None		
H 230AX	INPUT Salary Ranges					5	Q3 2005		NW

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H 231	Salary Ranges - Ex empt Staff		X				None		
H 232	Salary Ranges - Non-Ex empt Staff		X				None		
H 239	Employee Personal Compensation Report		X				None		
H 240	PERFORMANCE INCENTIVE PLANS	01/09/03	X	X			Q3 2005	X	NW
H 240A	Incentive Commission Plan Preparation on Schedule (Confidential)	12/15/03	X	X			Q3 2005		NW
H 240B	Incentive Commission Plan Summary (Confidential)	01/08/03	X	X			Q3 2005		NW
H 241	Field & Inside Sales Staff Comm mission/Quota Plans	08/21/96	X	X			Q3 2005		NW
H 241A	AM Comm mission Plan & Draw (Confidential?)	12/30/02	X				Q3 2005		NW
H 241AX	AM Comm mission Plan & Draw - Excel Spreadsheet (Confidential?)	12/30/02	X				Q3 2005		NW
H 241B	Exhibit A - AM Comm mission Plan (Renewal) (Confidential?)	12/30/02	X				Q3 2005		NW
H 241BX	Comm mission Plan Spreadsheet						Q3 2005		NW
H 249	General Staff Bonus Plan	02/18/04	X	X			Current		
H 249A	General Staff Bonus Plan	02/18/04					Current		
H 249AX	General Staff Bonus Plan	02/18/04					Current		
H 250	NEW HIRE & GENERAL TRAINING		X				None		
H 251	Annual Training Plan		X				None		
H 252	New Employee Training & Development		X				None		
H 253	Product Management Training	03/06/03		X	3		Q3 2005	X	NW
H 253A	Product Management Training Curriculum	03/06/03		X	3		Q3 2005	X	NW
H 253B	Training Evaluation Form	03/06/03		X	3		Q3 2005	X	NW
H 254	Employee Training Plan	01/19/04	X	5			Current		
H 254A	Employee Training Plan	01/21/04	X	5			Current		
H 256	In-House Training	07/11/05	X				Current		NW
H 256A	In-House Training Survey	07/11/05	X				None		NW
H 257	Attendance at Industry Seminars and Conferences	04/01/86	X				Q3 2005		NW
H 257A	Conference Expense Approval	04/01/86	X				Q3 2005		NW
H 260	EMPLOYEE PERFORMANCE REVIEW	01/14/02	X	X	5		Q3 2005		NW
H 260A	90 Day Evaluation	09/29/04	X	X			Current		
H 260AI	90 Day Evaluation Memo	09/29/04	X	X			Current		
H 260BI	Annual Performance Review Memo	06/21/05	X				Current		
H 260C	Performance Review - Manager	02/21/05	X	X			Current		
H 260D	Performance Review - Staff	02/21/05		X			Current		
H 261	Personal Objectives		X	5			Q3 2005	X	NW
H 261AX	Department 2004 INPUT Personal Objective Form		X	5			Q3 2005	X	NW
H 261BX	Personal Objective Schedule		X	5			Q3 2005	X	NW
H 261C	First Quarter Personal Objective Instructions		X	5			Q3 2005	X	NW
H 265	Annual Performance Review Process/Guidelines	02/28/02	X	X	3		Q3 2005	X	NW
H 270	LEADERSHIP & MANAGER DEVELOPMENT		X				None		
H 271	Leadership Development Program	03/20/06	X				Current		
H 271A	LEAP Program Schedule	03/20/06	X				Current		
H 280	EMPLOYEE STATUS & SALARY CHANGES - REVIEW PROCESS	01/11/02	X	X	5		Q3 2005		NW
H 280A	Employee Performance/Status Evaluation	02/21/05	X	X			Current		
H 281	Guidelines for Employee Status & Salary Changes	02/28/02	X	5			Q3 2005	X	NW
H 281A	Employee Status Changes Form	03/31/05	X				Current		
300s EMPLOYEE BENEFITS									
H 310	GROUP INSURANCE PLANS (360)		X				None		
H 310A	Insurance Benefits Summary Description (360A)	03/20/05		X			Current		
H 311	Medical Benefits Plan (361)	09/01/94	X	X	4		Q3 2005		NW
H 311A	Insurance Benefits (361A)	03/20/05	X				Current		
H 312	Group Dental Benefits (362)	11/15/91	X	X	4		Q3 2005		NW
H 313	Group Vision Benefits		X				None		
H 314	Group Long Term Disability Benefits (364)	03/17/90	X	X	4		Q3 2005		NW
H 315	Group Short Term Disability Benefits		X				None		
H 316	Group Term Life Insurance Benefits (363)	11/15/91	X	X	4		Q3 2005		NW
H 317	Supplemental Life Insurance Benefits		X				None		
H 318	Section 125/Flexible Spending Accounts	01/24/00	X	X			Q3 2005		NW
H 319	Workers' Compensation Benefits Plan (365)		X				None		
H 3XX	State Disability (366)		X				None		
H 320	PAID TIME OFF AND HOLIDAYS	04/05/06		X			Current		
H 321	Paid Time Off	04/05/06	X	X			Current		
H 321	Paid Time Off - CA ee's Only	07/19/06	X	X			Current		
H 321A	PTO Request (351A)	10/01/04	X	X			Current		
H 321B	PTO Carryover Request Form (351B)	07/20/05	X				Current		NW
H 321C	PTO Scheduling	04/05/06	X				Current		
H 322	Holidays	04/05/06	X				Current		
H 330	AWARD PROGRAMS		X				None		

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H 332	Stock Option Plan	05/01/84	X		4	Q3 2005		NW	
H 332A	Investment Presentation		X			None			
H 332B	Stock Option Plan Agreement		X			None			
H 335	Anniversary Service Recognition	06/25/01	X	X	5	Q3 2005	X	NW	
H 336	Chairman's Club	04/15/05		X		Current			
H 336A	Chairman's Club Memo	08/25/06		X		Current			
H 337	President's Club	05/10/04	X	X		Current			
H 337A	President's Club Memo	04/15/05		X		Current			
H 338	Ovation Award	03/16/05		X		Current			
H 339	Executive All-Star Award	03/18/05		X		Current			
H 33X	Ad Hoc Recognition Gifts		X			None			
H 33X	Circle of Excellence Award		X			None			
H 340	EDUCATION & TRAINING (320)		X			None			
	Company Paid Subscription, Industry, Association Memberships and Conference Attendance (321)	02/15/01		X	X	Q3 2005		NW	
H 342	Education & Training Assistance (323)	11/09/02		X	X	Q3 2005		NW	
H 342A	Educational & Training Expense Reimbursement Application (323A)	03/23/05			X	Current			
H 342B	Educational & Training Expense Reimbursement Request (323B)	03/23/05			X	Current			
H 350	RETIREMENT & PENSION PLANS (370)		X			None			
H 360	OTHER BENEFITS S (310)		X			None			
H 361	Rehires and Reinstatements (311)	02/15/01		X	X	Q3 2005		NW	
H 362	Hiring Referral Bonus (312)	10/11/02		X	X	Q3 2005		NW	
H 362A	Referral Bonus Payment Approval Memo (312A)	10/04/02		X	X	Q3 2005		NW	
H 363	Relocation Assistance (313)	02/01/83		X	X	Q3 2005		NW	
H 363A	Relocation Plan Statement (313A)	02/05/98		X	X	Q3 2005		NW	
H 390	RESTRICTED BENEFITS		X			None			
H 391	Executive Staff Annual Physical Examination	05/21/01		X	X	4	Q3 2005	X	NW
H 391A	Physical Exam Memo	05/21/01		X	X	4	Q3 2005	X	NW
H 391B	Physical Exam Memo to Physician	05/21/01		X	X	4	Q3 2005	X	NW
H 392	Executive Medical Reimbursement Plan	05/01/84		X		4	Q3 2005		NW
400s EMPLOYMENT PRACTICES									
H 400	CORPORATE OVERVIEW (100)	11/22/04		X	X		Current		
H 400A	INPUT Vision Statement (100A)	11/22/04		X	X		Current		
H 400B	Corporate Vision Summary	11/22/04		X	X		Current		
H 401	Company Organization (110)	01/16/00		X	X	3	Q3 2005	NW	
H 401A	INPUT Organization Chart (110A)	1/00/05			X		Current		
H 402	Employee Services (400)	08/01/96		X	X	4	Q3 2005	NW	
H 403	Employee Handbook (401)		X				None		
H 410	PROFESSIONAL CONDUCT		X				None		
H 411	Office Rules & Guidelines	06/21/05		X	X		Current		
H 412	Ethics in the Workplace (412)		X				None		
H 414	Maintaining a Harassment-Free Work Environment	07/01/93		X	X	5	Q3 2005	NW	
H 415	Dress Code Policy	09/20/04		X	X		Current		
H 416	Outside Employment		X				None		
H 419	Use of Company Property (was 489)		X				None		
H 420	HEALTH AND SAFETY PROGRAM	01/01/80		X	X	4	Q3 2005	NW	
H 420A	Individual Employee Safety Training	08/11/98		X	X	4	Q3 2005	NW	
H 425	Virginia Drug Free Workplace Credit	08/14/99		X	X	4	Q3 2005	NW	
H 450	STANDARD WORKING HOURS	10/06/00		X	X	4	Q3 2005	NW	
H 451	Overtime Work - Non-Exempt Employees	02/04/01		X	X	4	Q3 2005	NW	
H 451A	Overtime Request	02/03/01		X	X	4	Q3 2005	NW	
H 451B	Overtime Rates for Staff Working in Virginia	02/03/01		X	X	4	Q3 2005	NW	
H 452	Other Paid Absence	05/12/06		X	X		Current		
H 453	Leaves of Absence	05/12/06		X	X		Current		
H 453A	Leave of Absence Request	05/12/06		X	X		Current		
H 455	Time Sheet Reporting	02/04/01		X	X	5	Q3 2005	NW	
H 456	FMLA		X			5	Q3 2005	NW	
H 460	PAYROLL	12/05/04		X	X		Current		
H 460A	Payroll	12/05/04		X	X		Current		
H 461	Online Pay Statements (moved from F 481 per Pat)	02/23/04		X	X	5	Current		
H 461A	ADP Client Administrator Quick Reference Guide	02/24/04		X	X		Current		
H 461B	ADP Employee Quick Reference Guide	02/24/04		X	X		Current		

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500s HR INTERNAL PROCESSES/RECORD KEEPING									
H 500	POSTING REQUIREMENTS			X			None		
H 501	Communications - HR Notice Boards (402)	09/21/00		X	X	4	Q3 2005		NW
H 501A	U.S. Federal Law Posting Requirements (402A)	09/21/00		X	X	4	Q3 2005		NW
H 501B	Posting Requirements for Virginia (402B)	09/21/00		X	X	4	Q3 2005		NW
H 504	Staff Profiles	03/23/05			X		Current		
H 504A	Staff Profile Department Procedures		X				None		
H 520	HR RECORD KEEPING	06/24/01		X	X		Q3 2005		NW
H 520B	Sign In Out Log	08/13/03			X		Current		
H 520C	Staff Contact List				X		Current		
H 521	Employee Personnel Files	03/20/05			X		Current		
H 521A	Salary/Title Record	08/27/03		X	X		Q3 2005		NW
H 522	Personnel Rosters & Lists	08/28/95			X		Q3 2005		NW
H 524	Statutory Personnel Record Keeping & Reporting Requirements (590)			X			None		
H 525	State of Virginia - New Employee reporting (591)			X			None		
H 528	Staff Levels Planning and Reporting Procedure (Was 151)			X			None		
H 530	PAYROLL ADMINISTRATION			X			None		
H 531	Reporting of Payroll Information (was 461)	02/07/01		X	X		Q3 2005		NW
H 531A	Employee Payroll Authorization/Change Form	02/21/05			X		Current		
H 532	Cash Advances on Payroll			X			None		
H 533	"Other" Payroll Payments			X			None		
H 534	Payment of Employee Expense Reports			X			None		
H 539	Payroll Deductions			X			None		
H 550	VACATION & LEAVE ADMINISTRATION	06/20/02			X		Q3 2005	X	NW
H 550A	Paid Non-Work Accruals	06/13/01			X		Q3 2005	X	NW
H 551	Paid Time Off Management	04/05/06			X		Q3 2005		NW
H 551A	PTO Balance Memo	04/05/06			X		Q3 2005		NW
H 551BX	Annual Vacation Schedule	11/08/02			X		Q3 2005		NW
H 551C	Vacation Accrual Rates	11/08/02			X		Q3 2005		NW
H 560	BENEFITS ADMINISTRATION	06/07/02		X	X	3	Q3 2005		NW
H 560A	Exhibit A - Insurance Premiums	06/17/02		X	X	3	Q3 2005		NW
H 560B	Exhibit B - Insurance Premium Evaluation Chart	06/13/02		X	X	3	Q3 2005		NW
H 560C	Benefits Admin Table of Contents	06/17/02		X	X	3	Q3 2005		NW
H 561	Medical Insurance Procedures	06/03/02		X	X	3	Q3 2005		NW
H 562	Dental Insurance		X				None		
H 563	Life Insurance	06/03/02		X	X	3	Q3 2005		NW
H 564	Long Term Disability Insurance Procedures	08/06/95		X	X	3	Q3 2005		NW
H 565	Cobra Instructions (567)	06/22/98		X	X	3	Q3 2005		NW
H 565A	Cobra Checklist (567A)	08/26/98		X	X	3	Q3 2005		NW
H 565B	Cobra Insurance Exit	08/26/98		X	X	3	Q3 2005		NW
H 565C	Cobra Notice Out of Area	08/26/98		X	X	3	Q3 2005		NW
H 565D	Cobra-Med Conversion	08/26/98		X	X	3	Q3 2005		NW
H 566	Pension Plan Admin (566)	08/27/95		X	X	3	Q3 2005		NW
H 567	Benefits Evaluation (569)			X			None		
H 568	Insurance Premium PR Deductions Form	05/17/02		X	X	3	Q3 2005		NW
H 570	TERMINATION PROCEDURES (290)			X			None		
H 570A	Termination Checklist (290A)	02/21/05		X	X		Current		
H 570B	Termination Letter (290B)	03/20/05			X		Current		
H 570C	COBRA Sign-Up Memo (290C)	03/20/05			X		Current		
H 570D	401K Memo (290D)	03/20/05			X		Current		
H 570E	Stock Repurchase Form (290E)	02/21/05			X	X	Current		
H 570F	Final Wage Statement (290F)	03/23/05			X		Current		
H 570G	Email Administration Procedures (290G)	03/03/00		X	X		Q3 2005		NW
H 580	HEALTH & SAFETY ADMINISTRATION (570)		X				None		
H 590	HR CALENDAR & ACTIVITIES (510)		X				None		

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F 100	FISCAL ACCOUNTING PERIOD	02/21/05		X	X		Current	
F 110	INTERNATIONAL MONETARY EXCHANGE RATES	08/17/04		X	X		Current	
F 140	SUMMARY OF FINANCIAL OPERATIONS	04/18/05			X		Current	
F 140AX	Financial Systems Structure Chart	04/18/05			X		Current	
200 ORDER ENTRY SYSTEM								
F 210	ORDER PROCESSING & AUTHORIZATION	08/17/04		X	X		Current	
F 210A	Order Invoice Fulfillment Form (US)	08/24/04		X	X		Current	
F 210B	Order Invoice Fulfillment Form (UK)	08/26/04		X	X		Current	
F 218	Disabling Access for Expired Subscriptions	08/17/04		X	X		Current	
F 220	BARTER TRANSACTIONS	09/27/04		X	X		Current	
F 290	ORDERS SYSTEM REPORT	09/27/04		X	X		Current	
300 GENERAL LEDGER SYSTEM								
F 300	NETSUITE GENERAL LEDGER SYSTEM	03/15/04		X	X		Current	
F 302	Chart of Accounts – Product Codes	05/10/04		X	X		Current	
F 302A	INPUT Product Codes	03/21/04		X	X		Current	
F 302BX	INPUT Chart of Accounts	06/21/05			X		Current	
F 320	MONTHLY ACCOUNTING SCHEDULE	08/17/04		X	X		Current	
F 320A	Month End Close Schedule	08/17/04		X	X		Current	
F 323	Standard Journal Vouchers (Was 303)	08/17/04		X	X		Current	
F 323A	Journal Voucher	08/17/04		X			Current	
F 330	INVOICING	12/05/04		X	X		Current	
F 332	Client Reimbursable Expenses	03/20/05		X	X		Current	
F 340	ACCOUNTS RECEIVABLE- COLLECTIONS (Was 330)	05/10/04		X	X		Current	
F 340A	Collection Letter Template	03/18/04		X	X		Current	
F 341	Cash Receipts and Deposits (Was 331)	06/21/05			X		Current	
F 342	Credit Card Transaction Processing	06/21/05			X		Current	
F 346	Credit Checks	05/10/04		X	X		Current	
F 346AX	Credit Matrix	08/17/04			X		Current	
F 346B	Dun & Bradstreet Sample Report	08/17/04			X		Current	
F 350	SUBSCRIPTION REVENUE	09/27/04		X	X		Current	
F 350AX	MDS-CMS Def Rev Accounts & Business Lines	09/27/04		X	X		Current	
F 351	Events Revenue	09/27/04		X	X		Current	
F 352	Consulting & Custom Project Revenue	09/27/04		X	X		Current	
F 360	EXPENDITURE APPROVAL & PROCESS	03/24/05			X		Current	
F 360A	Approval Required for Expenditures	03/24/05			X		Current	
F 361	Purchase Orders	08/17/04		X	X		Current	
F 370	ACCOUNTS PAYABLE	08/17/04		X	X		Current	
F 374	EE Expense Reimbursement Verification and Payment	05/10/04		X	X		Current	
F 374AX	Expense Report	03/03/04		X	X		Current	
F 374B	Mileage Memo	04/06/04		X	X		Current	
F 379	FOIA Processing	02/21/05		X	X		Current	
F 380	CASH DISBURSEMENTS	09/27/04		X	X		Current	



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400 PROJECT AND LABOR ACCOUNTING AND PAYROLL									
F 420	EMPLOYEE TIMESHEET REPORTING	03/03/04		X	X		Q3 2005		
F 420AX	Timesheet Codes	08/24/06		X	X		Current		
F 450	PAYROLL	08/17/04		X	X		Current		
F 450A	Payroll	08/17/04			X		Current		
F 451	Payroll Information Set-Up/Changes	08/17/04		X	X		Current		
F 452	Calculating Wages	08/17/04		X	X		Current		
F 496	Sales Commission Performance Reports	12/05/04		X	X		Current		
F 497	Sales Commission Report	10/02/04		X	X		Current		
F 497AX	Sales Commission Statement	10/02/04		X	X		Current		
500 BANKING AND CASH CONTROL									
F 540	CASH MANAGEMENT	03/23/05			X		Current		
600 CORPORATE AUDIT AND TAX PREPARATION									



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000's CORPORATE									
A 000	PRACTICE KNOWLEDGEBASE	09/27/04		X	X		Current		
A 000A	Practice Section Owners	06/29/05		X			Current		
A 001	Practice Restrictions	09/27/04		X	X		Current		
A 002	Practice Knowledgebase Organiz ation	06/29/05		X			Current		
A 003	Practices' Format & Preparation	06/29/05		X			Current		
A 003A	INPUT Practice Template Cheat Sheet	06/29/05		X			Current		
A 003B	INPUT Practice Header Template	06/29/05		X			Current		
A 003C	INPUT Practice Exhibit Template	06/29/05		X			Current		
A 004	Practice Process	09/27/04		X	X		Current		
A 004A	Practice Approval Process	09/27/04		X	X		Current		
A 005	Practice Quality Control/Review	09/27/04		X	X		Current		
A 007	Practices on SharePoint	02/21/05		X	X		Current		
A 010	MANAGEMENT PRACTICES & PROCESSES	06/29/05		X			Current		
A 020	LEGAL REPRESENTATIVES	06/29/05		X			Current		
A 020A	Legal Representativ e Contact Information	11/28/05		X			Current		
A 030	INPUT AGENTS	06/29/05		X			Current		
A 030A	INPUT Agent Agreement	06/29/05		X			Current		
A 031	INPUT Agents & Reps- Working Procedures	10/26/01	X			3	Q3 2005	X	JAS
A 031A	INPUT Agency Checklist	10/03/91	X			3	Q3 2005	X	JAS
A 031B	INPUT Agency Working Procedures	10/03/91	X			3	Q3 2005	X	JAS
A 040	PARTNERSHIPS & STRATEGIC RELATIONSHIPS		X				None		
A 041A	Affinity Marketing TCs	06/29/05		X			Current		
A 041B	Affinity Marketing TCs - Exhibit A	06/29/05		X			Current		
A 041C	Affinity Sales TCs	06/29/05		X			Current		
A 041D	Affinity Sales TCs - Exhibit A	06/29/05		X			Current		
A 042A	Consultant Lead TCs	06/29/05		X			Current		
A 042B	Consultant Lead TCs - Exhibit A	06/29/05		X			Current		
A 050	INCORPORATION (PEC to provide)								
A 060	BOARD OF DIRECTORS (PEC to provide)								
A 080	STOCK PLANS (PEC to provide)								
A 090	CHARITY PROGRAM	11/22/04		X			Current		
100's FACILITIES, EQUIPMENT AND STORAGE									
A 100	OFFICE FACILITIES	01/03/00		X	X		Current		
A 100AX	Lease Log	08/17/04		X	X		Current		
A 100B	Unit Lease Summary	08/17/04		X	X		Current		
A 109	Office Facilities Eval & Relocation	09/27/04		X	X	2	Current		
A 109B	VA Office Move Checklist	09/27/04		X	X	2	Current		
A 109DX	VA Office Space Size Eval	09/27/04		X	X	2	Current		
A 109EX	VA Office Space Renting	09/27/04		X	X	2	Current		
A 109FX	VA Rent Analysis	09/27/04		X	X	2	Current		
A 109G	VA Office Move Memo	09/27/04		X	X	2	Current		
A 130	RECORDS MANAGEMENT	02/21/05		X			Current		
A 130B	Label Format	02/21/05		X			Current		
A 131	File Retention, Archiv es and Storage	02/21/05		X			Current		
A 131A	Archive Form	02/21/05		X			Current		
A 131B	File Retention, Archiv e & Storage Guidelines	06/19/02		X			Q3 2005		JAS
A 140	ADMINISTRATION CORPORATE DEPARTMENT FI LES	02/21/05		X			Current		
A 140AX	INPUT Administration and Corporate Files	02/21/05		X			Current		
A 150	HUMAN RESOURCES DEPARTMENT FI LES	02/21/05		X			Current		
A 150AX	INPUT Human Resources Department Files	02/21/05		X			Current		
A 160	ACCOUNTING DEPARTMENT FILES	02/21/05		X			Current		



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A 160A	INPUT Accounting Department Files	02/21/05			X			Current		
A 163	Client Contract Files	03/22/05			X			Current		
A 170. MARKETING & SALES DEPARTMENT FILES - GENERAL OVERVIEW		06/29/05			X			Current		
A 170A	Sales File Organization		X					Q3 2005		JAS
A 170B	Marketing File Organiz ation		X					Q3 2005		JAS
A 171	INPUT Marketing & Sales Department Files	05/23/01			X	5		Q2 2005		JAS
A 171A	Sales & Marketing File Organiz ation	05/23/01			X	5		Q2 2005		JAS
A 173	Program Business Files	05/23/01			X			Q2 2005		JAS
A 173A	Program-Product Business Files Organiz ation	05/23/01			X			Q2 2005		JAS
A 176	Custom Proposal Files	05/23/01			X	5		Q2 2005		JAS
A 180. RESEARCH DEPARTMENT FILES - OVERVIEW		05/23/01			X	5		Q2 2005		JAS
A 180	INPUT Research Department Files (need ref?)	05/23/01			X	5		Q2 2005		JAS
A 181	Association Files	05/23/01			X			Q2 2005		JAS
A 182	Information Sources Files and Materials	05/23/01			X			Q2 2005		JAS
A 185	Industry/Application Files	05/23/01			X			Q2 2005		JAS
A 186	INPUT Forecast Files	05/23/01			X			Q2 2005		JAS
A 187	Government Agency Files	05/23/01			X			Q2 2005		JAS
200's INTERNAL CONTROLS										
A 200					X			None		
A 210. TRAVEL AUTHORIZATION AND SCHEDULING		01/10/05			X	X		Current		
A 210A	Travel Request Form	03/31/05				X		Current		
A 211	Travel Planning	01/10/05				X		Current		
A 211A	Travel Plan Form Instructions	01/10/05				X		Current		
A 211AX	Travel Plan	01/10/05				X		Current		
A 212	Attendance at Industry Conferences and Seminars	05/10/04			X	X		Current		
A 230. INPUT IDENTITY PACKAGE		06/29/05				X		Current		
A 234	INPUT Template & Forms	06/29/05				X		Current		
A 234A	Standard Document Lay out for Word	06/29/05				X		Current		
A 234B	Standard Document Lay out for Excel	06/29/05				X		Current		
A 234C	INPUT Internal Report Cover Page	04/23/03				X		Q2 2005		JAS
A 235	INPUT Stationery	03/20/05				X		Current		
A 235A	INPUT Business Card Sample (A 235C)	03/20/05				X		Current		
A 235BX	Business Card Order Form	03/20/05				X		Current		
A 235C	INPUT Fax Form	01/21/05						Current		
A 235D	INPUT Binder Front Title	01/21/02						Current		
A 235E	INPUT Binder Template Spine Horizontal	01/21/02						Current		
A 235F	INPUT Binder Template Spine Vertical	01/21/02						Current		
A 235G	INPUT Memo Template	03/15/04				X		Current		
A 235H	INPUT VA Letterhead Template	03/29/05				X		Current		
A 240. CONFIDENTIALITY & USE STATEMENTS		02/21/05				X		Current		
A 240A	Generic Style Sheet - Ex. of Headers/Footer on INPUT docs	02/21/05			X	X		Current		
A 240B	Confidential Statement for Cover Page for Internal Circulation of Docs	02/21/05			X	X		Current		
A 240C	Publisher, Copyright Notice & Statements	02/21/05			X	X		Current		
A 240D	Term of Subscription/Automatic Renewal Statement	02/21/05			X	X		Current		
A 240E	Restricted Use Statement	02/21/05			X	X		Current		
A 240F	Restricted Use - Alternate Statement	02/21/05			X	X		Current		
A 240G	Computer Web Data Base	02/21/05			X	X		Current		JAS
A 240H	Client Contract Conflict of Interest Restriction Statement	02/21/05			X	X		Current		
A 240I	Disclaimer Statement	02/21/05			X	X		Current		
A 240J	Changes and Modifications Statement	02/21/05			X	X		Current		
A 240K	Disputes Attorney's Fees Statement	02/21/05			X	X		Current		
A 240L	Client Confidentiality	02/21/05			X	X		Current		
A 241	Personal Information Prohibition	06/29/05				X		Current		
A 242	Confidentiality Agreement (INPUT Information)	09/28/04			X	X		Current		
A 242A	Non-Disclosure Agreement	02/04/04			X	X		Current		
A 242B	One-Way Non-Disclosure Agreement	02/04/04			X	X		Current		
A 244A	Service Contractor Reference Check	02/21/05				X		Current		
A 245	Insider Trading	02/21/05			X	X		Current		
A 245A	Insider Trading Agreement	02/02/06				X		Current		



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A 250	INPUT COPYRIGHT/TRADEMARKS	06/25/02		X	X	5	Q2 2005	PEC
A 251	Copyright Registration Procedures	02/21/05		X	X		Current	
A 253	INPUT Registered Marks	02/21/05		X	X	5	Current	
A 253A	Use of Trade & Service Marks	04/04/95		X	X		Q2 2005	JAS
A 255	Copyright Release Licenses	02/21/05		X	X		Current	
A 255A	Client License to Repro-Distrib I NPUT Products Internally	02/21/05		X	X		Current	
A 255B	Client License to Repro-Distrib I NPUT Products Externally	02/21/05		X	X		Current	
A 255C	Client License to Repro-Distrib I NPUT Products Internally	02/21/05		X	X		Current	
A 255D	Non-Client \$ License to Repro-Distrib I NPUT Products	02/21/05		X	X		Current	
A 255E	License to Quote I NPUT Information	02/21/05		X	X		Current	
A 259	Use of Client & Other Company's Trademark/Logo	02/21/05		X	X		Current	
A 259B	Use of Client & Other Company's Trademark/Logo - Letter	02/21/05		X	X		Current	
300 COMMUNICATIONS								
A 301	Department Portals	08/17/04		X	X		Current	
A 301X	Portal Administrators	08/17/04		X	X		Current	
A 302	Meetings	12/29/03		X	X		Current	
A 303	Office Closings	02/21/05		X	X		Current	
A 310	RECEPTION DESK SERVICES	09/28/04		X	X		Current	
A 310A	Receptionist A Daily Checklist	09/28/04		X	X		Current	
A 310B	Receptionist B Daily Checklist	09/28/04		X	X		Current	
A 311	External Inquiries (was 320)	09/28/04		X	X		Current	
A 330	VOICEMAIL SYSTEM	03/14/06		X	X		Current	
A 330A	Voice mail Instructions	03/24/04		X	X		Current	
A 330B	Voice mail Greetings	08/09/58		X	X		Current	
A 330C	Front Desk Telephone I nstructions	03/24/04		X	X		Current	
A 330D	Switchboard Greeting I nstructions	03/24/04		X	X		Current	
MAIL ROOM SERVICES								
A 371	Mail Distribution Procedure	03/10/04		X	X		Current	
A 371A	Mail Distribution Procedure	03/11/04		X	X		Current	
A 371B	Mail Change Letter	03/11/04		X	X		Current	
400 REPORT PRODUCTION FORMATS AND FULFILLMENT								
A 400	PRODUCTION PROCESS AND CONTROL	08/01/98		X	X		Q3 2005	
A 400	Printing Deliverables in EPS	12/01/95		X	X			
A 400A	The Production Cycle of a Report	05/01/98		X	X		Q3 2005	
A 400B	Report Production QC Schedule	05/01/98		X	X		Q3 2005	
A 400C	Vendor Analysis Profiles Production QC Schedule	05/22/98		X	X		Q3 2005	
A 400D	Company Profiles Production QC Schedule			X	X		Q3 2005	
A 400E	Production Work Order - no electronic copy			X	X		Q3 2005	
A 400E2	Quality Control Proof reading Sign-Off			X	X		Q3 2005	
A 400 F	Slide Library Presentation - no electronic copy			X	X		Q3 2005	
A 401	Production Responsibilities & Reporting	05/18/98		X	X		Q3 2005	
A 401A	Production Status	05/01/98		X	X		Q3 2005	
A 401B	Reports & Buyer's Guides Publication Schedule	05/01/98		X	X		Q3 2005	
A 405	Desktop Publishing Processing & Formatting	12/01/95		X	X		Q3 2005	
A 405A	Desktop Publishing Processing Checklist			X	X		Q3 2005	
A 405C	Unit Production Status Report			X	X		Q3 2005	
A 405D	Federal Agency Sources of Application Software Maintained			X	X		Q3 2005	
A 405F1	Report Quality Evaluation			X	X		Q3 2005	
A 405F2	Input Marketing Template (?)			X	X		Q3 2005	
A 410	STANDARD REPORT FORMATS (Ref erence R310)	05/24/01		X	X		Q2 2005	
A 410 C	Report Template			X	X			
A 411	Report Title Page	05/24/01		X	X		Q3 2005	
A 412	Copyright Page	05/24/01		X	X		Q3 2005	
A 412A	Copyright Symbol	1997		X	X		Q3 2005	
A 412B	Copyright Page - DSO	06/19/05		X	X		Q3 2005	
A 412C	Copyright Page Reports	1997		X	X		Q3 2005	
A 412C	INPUT Research Bulletin			X	X		Q3 2005	
A 412D	Copyright Vendor Profile			X	X		Q3 2005	
A 412E	Copyright Data Base Manual and Data Base Sof tware	1997		X	X		Q3 2005	
A 412F	Publication Page Custom	1997		X	X		Q3 2005	
A 412G	Procurement Analy sis Report - no electronic copy	1992		X	X		Q3 2005	



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A 412H	Procurement Analysis Report DB Manual and DB Software no elec. Copy	1992		X		Q3 2005		
A 413	Table of Contents	06/24/02	X	X		Q3 2005		
A 413A	Exhibit A - Table of Contents		X			Q3 2005		
A 414	Report List of Exhibits	06/08/92	X	X		Q3 2005		
A 415	Report Abstract	05/24/01	X	X		Q3 2005		
A 415A	Abstract		X			Q3 2005		
A 416	Report Text and Headings	05/24/01	X	X		Q3 2005		
A 416A	Title of The Report Format - No Electronic Copy		X			Q3 2005		
A 417	Report Exhibits	05/24/01	X	X		Q3 2005		
A 417A	Market Pressures		X			Q3 2005		
A 417B	Network Management in Context		X					
A 417C	User Sample by Vendor		X			Q3 2005		
A 417D	System Software Support Required versus Received Large Systems		X					
A 417E	Paper Versus Electronic Commerce		X			Q3 2005		
A 417F	Paper Versus Electronic-Based Organization Structure		X					
A 417G	Attractiveness of Industry Sectors Desktop Services, Europe		X			Q3 2005		
A 417H	Discrete Manufacturing Total User Expenditures, 1992-1997		X					
A 417I	Discrete Manufacturing User Expenditures by Delivery Mode, 1992-1997		X			Q3 2005		
A 417J	Western European Network Management, Market by Country 1991-1996		X					
A 417K	Anticipated Infrastructure Changes Major Applications to Client/Server		X			Q3 2005		
A 417L	Document Images as Legal Substitutes		X			Q3 2005		
A 417M	Demographics of User Organizations Industry Segmentation		X					
A 419	About INPUT Statement	06/14/00	X	X		Q3 2005		
A 419A	About INPUT	05/01/92	X	X				
A 419B	Before You Decide - Use an INPUT Guide-Vendor		X					
A 419C	Before You Decide - Use an INPUT Guide-Buyer		X					
A 420	STANDARD REPORT CHAPTERS FORMAT	10/26/01	X	X		Q3 2005		
A 420A	Example - Report Chapters Format		X			Q3 2005		
A 423	Executive Overview Production	05/24/01	X	X		Q3 2005		
A 423	Executive Summary Production	05/24/01	X					
A 427	Report Appendixes	06/08/92	X	X		Q3 2005		
A 429	Report Addendum and Corrigendum	05/24/01	X	X		Q3 2005		
A 450	PRODUCTION - EDITING & PROOFREADING	06/24/92	X	X		Q3 2005		
A 450A	Editing Checklist	07/01/92	X					
A 460	RESEARCH PRESENTATIONS - FORMATS			X				
A 460	INPUT UK Pres Template Confidential	04/11/05		X				
A 460	INPUT UK Pres Template Copy right	04/11/05		X				
A 460	INPUT UK Pres Template Proprietary Confidential	04/11/05		X				
A 460	INPUT UK Pres Template Proprietary	04/11/05		X				
A 460	INPUT UK Pres Template Trade Secret	04/11/05		X				
A 460	INPUT US Pres Template Confidential	04/11/05		X				
A 460	INPUT US Pres Template Copy right	04/11/05		X				
A 460	INPUT US Pres Template Proprietary Confidential	04/11/05		X				
A 460	INPUT US Pres Template Proprietary	04/11/05		X				
A 460	INPUT US Pres Template Trade Secret	04/11/05		X				



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100s IT - GENERAL PRACTICES										
I 110	EXCHANGE RESOURCES		X					None		
I 111	Company E-Mail Policy (201)	03/24/04		X	X			Current		
I 112	Computer Use Policy (203)	07/31/01		X	X			Q1 2005		SM
I 113	INPUT Bookable Resources (211)	08/17/04		X	X			Current		
I 113A	Bookable Resources Instructions (211A)	08/17/04		X	X			Current		
I 113B	Bookable Resources (211B)	08/17/04		X	X			Current		
I 115	Personal Blogs	08/24/06		X	X			Current		
I 120	PHONE SYSTEM		X					None		
I 121	Cisco Phone Forwarding Via Website	08/17/04		X	X			Current		
I 121A	Cisco Phone Forwarding	08/17/04		X	X			Current		
I 122	Conference Call Instructions	08/17/04		X	X			Current		
I 122A	Conference Call Instructions	08/17/04		X	X			Current		
I 130	MOBILE COMMUNICATIONS DEVICES		X					None		
I 140	LAN ORGANIZATION	05/02/02		X	X		5	Q1 2005		SM
I 140A	LAN Organization							Q1 2005		SM
I 141	LAN Folder Naming Standards (121)	02/21/05		X	X			Current		
I 141A	INPUT LAN Document Database- Folder Organization (121A)	02/21/05		O	X			Current		
I 142	File Naming Standards (122)	05/06/05		X	X			Current		
I 142A	File Naming Standards List (122A)	05/31/05		X	X			Current		
I 150	COMPUTER SYSTEMS USE, INSPECTION, & MAINTENANCE (250)	09/28/04		X	X			Current		
I 150A	Working with Computers for Your Health & Comfort (160C)	11/13/93		X				Q1 2005		SM
I 151	Computer Security		X				5	Q1 2005		SM
I 152	Virus Update	09/28/04		X	X			Current		
I 170	COMPUTER APPLICATION GUIDE (from A 290)	11/13/93		X				Q1 2005		SM
I 170A	INPUT Template	03/07/94		X				Q1 2005		SM
I 170B	INPUT Product Template	01/12/94		X				Q1 2005		SM
I 170C	Exhibit 1 - 20			X				Q1 2005		SM
200s IT - PURCHASED SOFTWARE/HARDWARE										
I 200			X					None		
I 210	COMPUTER SYSTEMS & SOFTWARE (140)	09/10/02			X			Q1 2005		SM
I 210A	INPUT Guidelines and Rules for Systems Usage (140A)	11/19/93		X	X			Q1 2005		SM
I 220	COMPUTER HARDWARE/SOFTWARE STANDARDS (150)	06/05/02			X			Q1 2005		SM
I 220A	Company Hardware Standards (150A)	11/13/93		X				Q1 2005		SM
I 220B	Company Software Standards (150B)	11/13/93		X				Q1 2005		SM
I 221	Standard Workstation Configuration (151)	02/21/05		O	X			Current		
I 221A	Standard Workstation Configuration (151A)	02/21/05		X				Current		
I 221B	Software Subscriptions	02/21/05		X				Current		
I 222	Allocation of Computer Equipment	No date		X	X		3	Q1 2005	X	SM

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300s IT INFRASTRUCTURE - INTERNAL OPS									
I 300	GENERAL PRACTICES			X				None	
I 301	Inventory Procedure for Incoming Workstations/Servers	09/28/04	X	X				Current	
I 301AX	INPUT Computer Inventory	09/28/04	X	X				Current	
I 310	NEW USER SETUP			X				None	
I 311	Computer Initiation Policy (202)	04/07/00	X	X		5		Q4	SM
I 31X	Image Contents	12/09/03	X			3		Q1 2005	X SM
I 31X	New User Creation	09/15/03	X			3		Q1 2005	X SM
I 31X	Desktop Standard Items	12/09/03	X			3		Q1 2005	X SM
I 320	MAINTENANCE & INSPECTION			X				None	
I 321	Computer Inspection (252)	11/15/02		X		5		Q1 2005	X SM
I 321A	Computer Inspection Checklist (252A)	11/15/02		X		5		Q1 2005	X SM
I 322	Business Continuity Plan	12/28/01	X	X				Q1 2005	SM
I 340	EQUIPMENT - SERVER RELATED			X				None	
I 350	EQUIPMENT - NETWORK RELATED			X				None	
I 351	Wireless LAN	03/20/05		X				Current	
I 351A	Wireless LAN Settings	03/20/05		X				Current	
I 370	SECURITY			X				None	
I 371	Network Security		X			5		Q1 2005	SM
I 372	Physical Security		X			5		Q1 2005	SM
I 380	BUSINESS CONTINUITY				X			Q1 2005	SM
I 381	Procedure for Data Center Failure		X			5		Q1 2005	SM
I 382	Procedure for Reston Internet Failure		X			5		Q1 2005	SM
I 383	Procedure for Building Loss of Power		X			5		Q1 2005	SM
I 390	DISASTER RECOVERY							None	
I 391	System Backup		X			5		Q1 2005	SM
I 392	Disaster Recovery		X			5		Q1 2005	SM
I 393	Data Security		X			5		Q1 2005	SM
400s SOFTWARE DEVELOPMENT - GENERAL PRACTICES									
I 400	SOFTWARE DEVELOPMENT OVERVIEW - GENERAL	12/05/04	X	X				Current	
I 420	IT DEVELOPMENT MAINTENANCE METHODOLOGIES	12/05/04	X	X				Current	
I 421	Software Defect Prioritization	09/28/04	X	X				Current	
I 422	Software Defect Handling Process	09/28/04	X	X				Current	
I 424	Executive Defect Reporting	02/21/05	X					Current	
I 424A	Software Defect Report	03/31/05	X					Current	
500s SOFTWARE DEVELOPMENT - INTERNAL OPS									
I 500	SOFTWARE DEVELOPMENT OVERVIEW - INTERNAL OPS	12/05/04	X	X				Current	
I 510	CODING STANDARDS & METHODOLOGIES	08/17/04	X	X				Current	
I 511	Managing Client Logging	09/28/04	X	X				Current	
I 512	Naming Conventions	09/28/04	X	X				Current	
I 513	INPUT Scripting Methodology	09/28/04	X	X				Current	
I 514	Scheduled Tasks	09/28/04	X	X				Current	
I 515	Code Documentation	10/02/04	X	X				Current	
I 516	Product Feature Prioritization (Internal/External)	09/28/04	X	X				Current	
I 517	Architecture	10/02/04	X	X				Current	
I 518	Software Development Release Cycle	10/02/04	X	X				Current	

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I 520	GRAPHICAL USER INTERFACE STANDARDS	12/05/04	X	X		Current		
I 521	Graphical User Interface Development	08/17/04	X	X		Current		
I 540	DEVELOPMENT PROCESSES		X			None		
I 541	Requirements Format	03/20/05		X		Current		
I 542	Requirements Analysis	03/20/05		X		Current		
I 560	QUALITY ASSURANCE		X			None		
I XXX	Spyware		X			Pending		SM
I XXX	Sharepoint Department Pages		X			Pending		SM
I XXX	Managing Consultants		X			Pending		SM
I XXX	Mobile devices		X			Pending		SM
I XXX	Datacenter Access		X			Pending		SM
I XXX	Hardware/Software Procurement		X			Pending		SM
I XXX	Redundant Systems/Spare Equipment		X			Pending		SM
I XXX	Wireless Computing		X			Pending		SM
I XXX	Downtime/Systems Outage		X			Pending		SM
I XXX	Uptime/SLA		X			Pending		SM
I XXX	Termination Checklist		X			Pending		SM
I XXX	New User Orientation		X			Pending		SM
I XXX	Traveling Employee - Dial up access		X			Pending		SM
I XXX	Home User Access		X			Pending		SM
I XXX	Static Ips for IT/Dev staff		X			Pending		SM
I XXX	Systems Documentation		X			Pending		SM
I XXX	Passwords		X			Pending		SM
I XXX	Systems Monitoring		X			Pending		SM
I XXX	Remote Access Plan		X			Pending		SM
I XXX	IT Staff On-Call		X			Pending		SM
I XXX	Tech Support Escalation		X			Pending		SM
I XXX	Monthly Reports		X			Pending		SM
I XXX	Marketing Email Frequency and Size		X			Pending		SM
I XXX	SPAM		X			Pending		SM



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100s PRODUCT PLANNING										
O 110	PRODUCT BUSINESS PLAN (P 140)	09/27/04		X	X			Current		
O 111	Product Business Plan Requirements (P 141)	02/21/05		O	X			Current		
O 111A	Product Business Plan TOC (P 141A)	02/21/05		O	X			Current		
O 111BX	Product Potential Review Plan (P 141BX)	03/23/05		O	X			Current		
O 112	New Product Business Plan Approvals (P 142)	12/06/04		X	X			Current		
O 114	Capturing Product Ideas	12/06/04		X	X			Current		
O 114AX	Central Product Ideas Log	12/06/04		X	X			Current		
O 115A	Call Lists	02/21/05			X			Current		
O 120	ANNUAL PLAN: OBJECTIVE & PRODUCT PLANNING (230)	12/10/90	X					None		
200s PRODUCT DEVELOPMENT/MANAGEMENT										
O 210	ANNUAL RESEARCH PLANNING & REPORTING			X				None		
O 211	Program Business Management File (201)	06/21/05		X	X			Current		
O 211A	Program Business Management File (201A)	02/21/05		X	X			Current		
O 230	PROGRAM/PRODUCT DEVELOPMENT (PEC) (S 610)			X				None		
O 231	Program Market Research (PEC) (S 611)			X				None		
O 232	Product Roadmap Log	09/28/04		X	X			Current		
O 232AX	MDS Roadmap Log	09/28/04		X	X			Current		
O 233	Client Visit Quarterly Planning	09/28/04		X	X			Current		
O 235	Monthly Product Reports	03/23/05			X			Current		
O 235AX	MOR Template	03/23/05			X			Current		
O 240	CUSTOMER SATISFACTION SURVEYS (S 630)	02/21/05		X	X			Current		
O 240A	Name Program Customer Service Survey	08/17/04			X			Current		
O 240B	Conference Survey	08/17/04			X			Current		
O 240C	Training CS Survey	08/17/04			X			Current		
O 240D	Custom Research Project Survey	08/17/04			X			Current		
O 240E	Breakfast Event Survey	08/17/04			X			Current		
O 240F	CMS Implementation CS Survey	08/17/04			X			Current		
O 250	LOST BUSINESS ANALYSIS (S 650)	02/21/05		X	X			Current		
O 251	Reporting Lost Business (S 651)	02/21/05		X	X			Current		
O 251A	Lost Business Report (651A)							Q3 2005		MC
O 260	IDENTIFICATION AND CONTACT WITH COMPETITION (S 670)	08/17/04		X	X			Current		
O 260AX	Competition List 1993 (outdated, extensive updating in progress) (S 670A)	07/06/93		X	X		5	Q3 2005		KP
O 261	Competitive Files/Profiles (PEC) (S 671)			X				None		
O 262	Competitive Survey and Analysis (PEC) (S 674)			X				None		
O 270	TOPIC SELECTION POLLS (PEC) (S 620)			X				None		
O 271	Topic Selection Survey Format (PEC) (S 621)			X				None		
300s GENERAL OPERATIONS										
O 310	INFORMATION RESOURCES CENTER (Library) (100)			X				None		
O 320	PUBLICATIONS & MEMBERSHIPS			X				None		
O 322	Principal Reading (104)	03/05/04		X	X			Current		
O 330	EXTERNAL RESOURCES			X				None		

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O 340	INPUT STRUCTURE		X					None		
O 344	State & Local Vertical Organization (247)	02/21/05		O	X			Current		
O 344A	Vertical Categories & Programs	02/21/05			X			Current		
O 346	Web Crawler						5	Q3 2005		DB
O 346A	Adding URLs to Webcrawler		X				5	Q3 2005		DB
O 346B	Assigning Coverage Area's / User Management within WebCrawler		X				5	Q3 2005		DB
O 346C	Adding Coverage Areas with WebCrawler		X				5	Q3 2005		DB
O 346D	Using management reporting tool		X				5	Q3 2005		DB
O 346E	How to qualify search results within the WebCrawler		X				5	Q3 2005		DB
O 346F	How to Publish new opps, bid notifications, articles, documents		X				5	Q3 2005		DB
O 347	MDS Document Naming Convention		X					Q3 2005		KP
O 347A	MDS Document Naming Convention		X					Q3 2005		KP
O 370	CLIENT SUPPORT		X					None		
O 371	Research Support (Hotline)	12/06/04		X	X			Current		
O 372	Account Administration	12/06/04		X	X			Current		
O 373	Unauthorized Usage	12/06/04		X	X			Current		
O 374	Error Reporting & Management	06/21/05			X			Current		
O 375	New User Interviews	09/28/04		X	X			Current		
O 376	Freedom of Information Act (212)	12/6/04		X	X			Current		
O 377	Short-Term Consulting	12/6/04		X	X			Current		
O 377A	Letter Proposal Template	12/6/04		X	X			Current		
O 378	Client Contact		X					Q3 2005		BH
400's GENERAL RESEARCH & CONSULTING PROJECTS										
O 410	RESEARCH PROJECT INITIATION (240)	02/21/05		X	X			Current		
O 411	Project Work Statement (241)	06/21/05			X			Current		
O 411A	Project Work Statement	06/21/05			X			Current		
O 412	Project Specification Statement (242)	02/21/05		X	X			Current		
O 412A	Guidance Project Specification Statement Completion (242A)	02/21/05		X	X			Current		
O 412B	Project Specification Statement (242B)	02/21/05		X	X			Current		
O 413	Custom Projects (217)	02/21/05		X	X			Current		
O 413A	Custom Project Management File (217A)	02/21/05		X	X			Current		
O 414	Research Project Specifications- Format (300)	06/21/05			X			Current		
O 415	Report Writing (301)		X					None		
O 416	Project Schedules (243)	12/05/04		X	X			Current		
O 417	Project Management File (211)	12/05/04		X	X			Current		
O 417A	Project Management File (211A)	12/05/04		X	X			Current		
O 420	PRIMARY RESEARCH	2/21/05			X			Current		
O 421	Surey Respondent Demographic Information	12/06/04		X	X			Current		
O 421A	Questionnaire Cover Sheet (250A)	12/06/04		X	X			Current		
O 422	Standard Questionnaire Design (251)	12/05/04		X	X			Current		
O 422A	Questionnaire Design	12/05/04		X	X			Current		
O 423	Interviewing (255)	08/17/04		X	X			Current		
O 424	Questionnaire Completion (257)	02/21/05		X	X			Current		
O 430	QUALITY CONTROL (280)	06/21/05			X			Current		
O 430A	Writing, Editing and Production Guide	11/22/04			X			Current		
O 430B	Quality Control Procedure - Reports (281A)	06/21/05			X			Current		

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O 440	PROJECT COMPLETION (290)		X					None		
O 441	Thank You Package & Respondent Summary (293)	02/21/05		X	X			Current		
O 442	Project Debrief Report (294)	02/21/05		X	X			Current		
O 443	Abstract (291)		X					None		
RESEARCH PROJECT DELIVERABLES- STYLE GUIDELINES										
O 460			X					None		
O 461	Standard Report: Structure & Content - Overview (310)	06/21/05			X			Current		
O 461A	Report Writing (310A)	06/21/05			X			Current		
O 462	Introduction (311)	03/23/05			X			Current		
O 463	Executive Summary (312)	03/23/05			X			Current		
O 464	Applications Analysis - minimal outline (315)	12/14/79						Q3 2005		PS
O 465	Competitive Analysis - minimal outline (317)	12/14/79		X				Q3 2005		PS
O 466	Report Contents Industry Structure (318)	12/14/79		X				Q3 2005		PS
O 467	Appendices (328)	12/14/79		X	X			Q3 2005		PS
O 468	Abstract (329)	03/23/05			X			Current		
O 470	RESEARCH PROJECT DELIVERABLES- METHODOLOGIES		X					None		
O 471	Calculating & Applying Margin of Error (322)	08/17/04		X	X			Current		
O 471A	ASA Series- Methods for Calculating Margin of Error (322A)	08/17/04		X	X			Current		
O 472	Market Analysis and Forecasts (323)	12/06/04		X	X			Current		
O 472A	Forecast Flow Chart (323B)	12/06/04		X	X			Current		
O 472B	Article - Four Step to Forecast Total Market Demand (323C)	12/06/04		X	X			Current		
O 490	RESEARCH PRESENTATIONS (360)	03/24/04		X	X			Current		
O 481	Research Presentations - Format (361)	03/24/04		X	X			Current		
O 482	Research Presentations - Content (362)	03/24/04		X	X			Current		
O 483	Research Presentations - Giving (363)	03/24/04		X	X			Current		
500s SOFTWARE SOLUTIONS - CMS										
O 500-XXXXX			X					None		
O 510-XXXXX	PRODUCT SPECIFICATION		X					None		
O 520-XXXXX	PRODUCT SCHEDULES		X					None		
O 530-XXXXX	PRODUCT QUALITY STANDARDS		X					None		
O 540-XXXXX	PRODUCT PRODUCTION		X					None		
O 560-XXXXX	PRODUCT QUALITY CONTROL		X					None		
O 570-XXXXX	PRODUCT DELIVERY & PRESENTATION		X					None		
O 580-XXXXX	MANAGEMENT & REPORTING		X					None		
O 590-XXXXX			X					None		
600s MDS DATABASE - PFOAE - AEC Opportunities										
O 600-PFOAE			X					None		
O 610-PFOAE	PRODUCT SPECIFICATION		X					None		

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O 620-PFOAE	PRODUCT SCHEDULES		X					None		
O 630-PFOAE	PRODUCT QUALITY STANDARDS		X					None		
O 631-PFOAE	Quality Control Standards	06/21/05		X				Current		
O 640-PFOAE	PRODUCT PRODUCTION		X					None		
O 641-PFOAE	New AEC Federal Opportunity Identification	08/21/05		X				Current		
O 641A-PFOAE	New AEC Opportunity Identification Guidelines	08/21/05		X				Current		
O 642-PFOAE	Maintaining Top 20 Opportunities	08/21/05		X				Current		
O 644-PFOAE	AEC Opportunity Handbook		X					Q3 2005		
O 645-PFOAE	Analyst Script	06/21/05		X				Current		
O 660-PFOAE	PRODUCT QUALITY CONTROL	08/21/05		X				Current		
O 670-PFOAE	PRODUCT DELIVERY & PRESENTATION		X					None		
O 680-PFOAE	MANAGEMENT & REPORTING		X					None		
O 690-PFOAE			X					None		
600s MDS DATABASE - PFOIT - Federal IT Opportunities										
O 600-PFOIT			X					None		
O 610-PFOIT	PRODUCT SPECIFICATION		X					None		
O 620-PFOIT	PRODUCT SCHEDULES		X					None		
O 630-PFOIT	PRODUCT QUALITY STANDARDS		X					None		
O 631-PFOIT	Quality Control Standards	12/05/04		X	X			Current		
O 640-PFOIT	PRODUCT PRODUCTION		X					None		
O 641-PFOIT	New Federal Opportunity Identification (244)	08/17/04		X	X			Current		
O 641A-PFOIT	New Federal Opportunity Identification (244A)	08/17/04		X	X			Current		
O 642-PFOIT	Maintaining Top 20 Opportunities (282)	05/13/04		X				Current		
O 643-PFOIT	Public Sector Release Cycle (286)	12/06/04		X	X			Current		
O 644-PFOIT	Public Sector Opportunity Handbook (248)	10/02/02						Q3 2005		MF
O 645-PFOIT	Analyst Script (258)	05/10/04		X				Current		
O 645A-PFOIT	QA for Program/Procurement Officers	06/21/05		X				Current		
O 646-PFOIT	Opportunities Style Guide		X					Q3 2005		MF
O 660-PFOIT	PRODUCT QUALITY CONTROL		X					None		
O 670-PFOIT	PRODUCT DELIVERY & PRESENTATION		X					None		
O 680-PFOIT	MANAGEMENT & REPORTING		X					None		
O 690-PFOIT			X					None		
600s MDS DATABASE - PFTKT - Federal IT BD Tool Kit										
O 600-PFTKT			X					None		
O 610-PFTKT	PRODUCT SPECIFICATION		X					None		
O 620-PFTKT	PRODUCT SCHEDULES		X					None		
O 630-PFTKT	PRODUCT QUALITY STANDARDS		X					None		
O 640-PFTKT	PRODUCT PRODUCTION		X					None		

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O 660-PFTKT	PRODUCT QUALITY CONTROL		X					None		
O 670-PFTKT	PRODUCT DELIVERY & PRESENTATION		X					None		
O 680-PFTKT	MANAGEMENT & REPORTING		X					None		
O 690-PFTKT			X					None		
600s MDS DATABASE - PFPIT - Federal IT Vendor Sales Profiles										
O 600-PFPIT			X					None		
O 610-PFPIT	PRODUCT SPECIFICATION		X					None		
O 620-PFPIT	PRODUCT SCHEDULES		X					None		
O 630-PFPIT	PRODUCT QUALITY STANDARDS		X					None		
O 640-PFPIT	PRODUCT PRODUCTION		X					None		
O 641-PFPIT	Entry/Update of Vendor Profile Data		X				5	Q3 2005		AH/MB
O 642-PFPIT	Vendor Merger & Acquisition Normalization	06/17/04		X	X			Current		
O 643-PFPIT	Vendor Data Representation	03/15/04		X	X			Current		
O 644-PFPIT	Researching Vendor Profiles Data	06/21/05			X			Current		
O 644A-PFPIT	Researching Vendor Profiles Data Resources	06/21/05			X			Current		
O 645-PFPIT	Adding Contractors to Vendor Table	06/21/05			X			Current		
O 645A-PFPIT	Adding Vendors to Table	06/21/05			X			Current		
O 646-PFPIT	Federal Procurement Data		X					Q3 2005		
O 660-PFPIT	PRODUCT QUALITY CONTROL		X					None		
O 661-PFPIT	Federal Procurement Data Updates & Quality Control		X					Q3 2005		
O 661A-PFPIT	Federal Procurement Data Quality Control Issues		X					Q3 2005		
O 661B-PFPIT	Federal Procurement Data Update Schedule		X					Q3 2005		
O 670-PFPIT	PRODUCT DELIVERY & PRESENTATION		X					None		
O 680-PFPIT	MANAGEMENT & REPORTING		X					None		
O 690-PFPIT			X					None		
600s MDS DATABASE - PFBIT - Federal Agency IT Profiles										
O 600-PFBIT			X					None		
O 610-PFBIT	PRODUCT SPECIFICATION		X					None		
O 620-PFBIT	PRODUCT SCHEDULES		X					None		
O 630-PFBIT	PRODUCT QUALITY STANDARDS		X					None		
O 640-PFBIT	PRODUCT PRODUCTION		X					None		
O 641-PFBIT	Creating New Fed Agency Profiles	09/28/04		X	X			Current		
O 642-PFBIT	Creating Fed Profile Images & Org Charts (245)	12/06/04		X	X			Current		
O 660-PFBIT	PRODUCT QUALITY CONTROL		X					None		
O 661-PFBIT	Profile Product Quality Control	08/17/04		X	X			Current		
O 661A-PFBIT	Profile Activity Matrix	08/17/04		X	X			Current		

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O 670-PFBIT	PRODUCT DELIVERY & PRESENTATION		X				None		
O 680-PFBIT	MANAGEMENT & REPORTING		X				None		
O 690-PFBIT			X				None		
600s MDS DATABASE - PFMAP - Federal IT Market Analysis									
O 600-PFMAP			X				None		
O 610-PFMAP	PRODUCT SPECIFICATION		X				None		
O 620-PFMAP	PRODUCT SCHEDULES		X				None		
O 630-PFMAP	PRODUCT QUALITY STANDARDS		X				None		
O 640-PFMAP	PRODUCT PRODUCTION		X				None		
O 660-PFMAP	PRODUCT QUALITY CONTROL		X				None		
O 670-PFMAP	PRODUCT DELIVERY & PRESENTATION		X				None		
O 680-PFMAP	MANAGEMENT & REPORTING		X				None		
O 690-PFMAP			X				None		
600s MDS DATABASE - PSOIT - S&L IT Opportunities									
O 600-PSOIT			X				None		
O 610-PSOIT	PRODUCT SPECIFICATION		X				None		
O 620-PSOIT	PRODUCT SCHEDULES		X				None		
O 630-PSOIT	PRODUCT QUALITY STANDARDS		X				None		
O 640-PSOIT	PRODUCT PRODUCTION		X				None		
O 641-PSOIT	Geographic Coverage for S&L Opps	05/10/04		X	X		Current		
O 641AX-PSOIT	S&L Analyst Coverage	05/10/04		X	X		Current		
O 642-PSOIT	New State & Local Opportunity Identification (246)	12/09/04		X	X		Current		
O 660-PSOIT	PRODUCT QUALITY CONTROL		X				None		
O 670-PSOIT	PRODUCT DELIVERY & PRESENTATION		X				None		
O 671-PSOIT	New Opportunity Report Format (249)	09/28/04		X	X		Current		
O 671A-PSOIT	New Opportunity Report Format (249A)	09/28/04		X	X		Current		
O 680-PSOIT	MANAGEMENT & REPORTING		X				None		
O 690-PSOIT			X				None		
600s MDS DATABASE - PSBIT - State Government IT Profiles									
O 600-PSBIT			X						
O 610-PSBIT	PRODUCT SPECIFICATION		X				None		
O 620-PSBIT	PRODUCT SCHEDULES		X				None		
O 630-PSBIT	PRODUCT QUALITY STANDARDS		X				None		

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O 640-PSBIT	PRODUCT PRODUCTION		X					None		
O 641-PSBIT	Creating State & Local Profile Images & Organization Charts (245)	09/28/04		X	X			Current		
O 660-PSBIT	PRODUCT QUALITY CONTROL		X					None		
O 670-PSBIT	PRODUCT DELIVERY & PRESENTATION		X					None		
O 671-PSBIT	New State & Local Profile Format (249)	08/17/04		X	X			Current		
O 671A-PSBIT	New State & Local Profile Format (249A)	08/17/04		X	X			Current		
O 680-PSBIT	MANAGEMENT & REPORTING		X					None		
O 690-PSBIT			X					None		
600s MDS DATABASE - PSMAP - S&L IT Market Analysis										
O 600-PSMAP			X					None		
O 610-PSMAP	PRODUCT SPECIFICATION		X					None		
O 620-PSMAP	PRODUCT SCHEDULES		X					None		
O 630-PSMAP	PRODUCT QUALITY STANDARDS		X					None		
O 640-PSMAP	PRODUCT PRODUCTION		X					None		
O 660-PSMAP	PRODUCT QUALITY CONTROL		X					None		
O 670-PSMAP	PRODUCT DELIVERY & PRESENTATION		X					None		
O 680-PSMAP	MANAGEMENT & REPORTING		X					None		
O 690-PSMAP			X					None		
600s MDS DATABASE - PGO - Grant Opportunities										
O 600-PGO			X					None		
O 610-PGO	PRODUCT SPECIFICATION		X					None		
O 620-PGO	PRODUCT SCHEDULES		X					None		
O 630-PGO	PRODUCT QUALITY STANDARDS		X					None		
O 631-PGO	Quality Control Standards & Procedures	08/17/04		X	X			Current		
O 640-PGO	PRODUCT PRODUCTION		X					None		
O 641-PGO	Adding Grant Programs	03/23/05			X			Current		
O 641A-PGO	Grant Acronyms	03/23/05			X			Current		
O 641B-PGO	Finding Pre-RFA Opportunities	03/23/05			X			Current		
O 641C-PGO	Industry News Sources	03/23/05			X			Current		
O 643-PGO	Adding Grant Awards	03/23/05			X			Current		
O 645-PGO	How to Update Programs	03/23/05			X			Current		
O 660-PGO	PRODUCT QUALITY CONTROL		X					None		
O 661-PGO	Grants Quality Control	03/23/05			X			Current		
O 670-PGO	PRODUCT DELIVERY & PRESENTATION		X					None		
O 680-PGO	MANAGEMENT & REPORTING		X					None		

INPUT PRACTICES AND PROCEDURES
Table of Contents
Operations Practices

Printed: 12/14/2006

CURRENT PRACTICE			FORMAT					Status	In Draft	Assigned To (Preparer)
No.	Topic	Practice Date	None	Paper	Sp	Effort (days)	Priority (5 high, 1 low)			
O 690-PGO			X					None		
600s MDS DATABASE - PXSMI - MyINPUT										
O 600-PXSMI			X					None		
O 610-PXSMI	PRODUCT SPECIFICATION		X					None		
O 620-PXSMI	PRODUCT SCHEDULES		X					None		
O 630-PXSMI	PRODUCT QUALITY STANDARDS		X					None		
O 640-PXSMI	PRODUCT PRODUCTION		X					None		
O 660-PXSMI	PRODUCT QUALITY CONTROL		X					None		
O 670-PXSMI	PRODUCT DELIVERY & PRESENTATION		X					None		
O 680-PXSMI	MANAGEMENT & REPORTING		X					None		
O 690-PXSMI			X					None		
600s MDS DATABASE - PFDLR - Labor Pricing										
O 600-PFDLR			X					None		
O 610-PFDLR	PRODUCT SPECIFICATION		X					None		
O 620-PFDLR	PRODUCT SCHEDULES		X					None		
O 630-PFDLR	PRODUCT QUALITY STANDARDS		X					None		
O 640-PFDLR	PRODUCT PRODUCTION		X					None		
O 641-PFDLR	Labor Rates Overview & Coverage	09/27/04		X	X			Current		
O 642-PFDLR	Labor Rates Data Maintenance	09/27/04		X	X			Current		
O 660-PFDLR	PRODUCT QUALITY CONTROL		X					None		
O 670-PFDLR	PRODUCT DELIVERY & PRESENTATION		X					None		
O 680-PFDLR	MANAGEMENT & REPORTING		X					None		
O 690-PFDLR			X					None		
600s MDS DATABASE - PFDTO - Task Orders										
O 600-PFDTO			X					None		
O 610-PFDTO	PRODUCT SPECIFICATION		X					None		
O 620-PFDTO	PRODUCT SCHEDULES		X					None		
O 630-PFDTO	PRODUCT QUALITY STANDARDS		X					None		

INPUT PRACTICES AND PROCEDURES

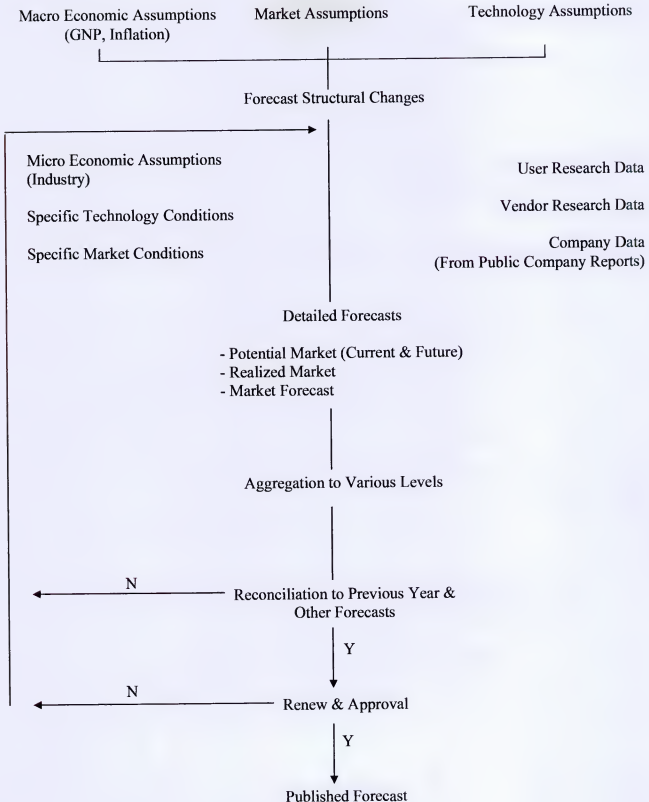
Printed: 12/14/2006

Table of Contents Operations Practices

CURRENT PRACTICE			FORMAT					In Draft	Assigned To (Preparer)
No.	Topic	Practice Date	None	Paper	Sp	Effort (days)	Priority (5 high, 1 low)		
O 640-PFDT	PRODUCT PRODUCTION		X				5	None	AH
O 641-PFDT	Entry/Update of Task Order Data		X					Q3 2005	
O 642-PFDT	Content Development Workflow	06/21/05			X			Current	
O 642A-PFDT	Content Development Workflow Description	06/21/05			X			Current	
O 642B-PFDT	Content Development Workflow Chart	06/21/05			X			Current	
O-643 - PFDT	Program Coverage		X					Q3 2005	
O-644 - PFDT	Data Collection		X					Q3 2005	
O-645 - PFDT	Data Transformation		X					Q3 2005	
O 660-PFDT	PRODUCT QUALITY CONTROL		X					None	
O 670-PFDT	PRODUCT DELIVERY & PRESENTATION		X					None	
O 671-PFDT	Minimum Data Requirements for Client-Facing Publication		X					Q3 2005	
O 680-PFDT	MANAGEMENT & REPORTING		X					None	
O 681-PFDT	Product Reporting	06/21/05			X			Current	
O 681A-PFDT	Product Reporting	06/21/05			X			Current	
O 690-PFDT			X					None	
600s INPUT/Output									
O 600-IO			X					None	
O 610-IO	PRODUCT SPECIFICATION		X					None	
O 620-IO	PRODUCT SCHEDULES		X					None	
O 630-IO	PRODUCT QUALITY STANDARDS		X					None	
O 640-IO	PRODUCT PRODUCTION		X					None	
O 641-IO	INPUT/Output	09/27/04		X	X			Current	
O 641A-IO	INPUT/Output	09/27/04		X	X			Current	
O 660-IO	PRODUCT QUALITY CONTROL		X					None	
O 670-IO	PRODUCT DELIVERY & PRESENTATION		X					None	
O 680-IO	MANAGEMENT & REPORTING		X					None	
O 690-IO			X					None	



FORECAST FLOW CHART







PRACTICES & METHODOLOGIES

SECTION:	Operations	PRACTICE No:	P-O 472
SUBJECT:	General Research and Consulting Projects	DATE:	December 5, 2004
TOPIC:	RESEARCH PROJECT DELIVERABLES - METHODOLOGIES		
SUB-TOPIC:	MARKET ANALYSIS AND FORECAST		
Prepared By:	Payton Smith	Approved By:	DSS

I. POLICY

- INPUT reports must be of the highest quality in the industry, and for many of INPUT's reports, the market forecast and analysis are the core reason for writing the report. This practice and the attached exhibits set out standards to be followed in the preparation of market forecasts.

II. PRACTICE

- All market forecasts must be reviewed for *consistency across all programs*, (including both U.S. and Europe).
- Markets are *defined by the characteristics of the buyer*, not the seller or what is sold. The purchase of credit services by retailers is part of the retail industry sector expenditures for cross-industry services.
- Indicate the *period to be covered*: the base year is usually the previous year, so forecasts must cover from this year to five years out. If there are two levels of forecast (i.e. three years at the detail level, 10 years at the summary level), describe this in the report.
- All *assumptions* must be explicitly stated. Then the expected variations in the forecast should the assumptions not be met must be given.
- Give the *market potential* and the current and projected penetration. Show how the market potential will change over the course of the next five years. Where possible give counts; e.g., give current and projected level of white-collar workers and relate to the penetration of PCs when calculating the market for spread sheets. Do not forget to estimate the replacement market when doing this.
- Put forecasts in the *context of other activities*. For example, forecasts of the professional services market must take into account the move to distribution of functions such as design and programming to users, the increased use of CASE products, the "baby-bust" phenomenon, etc. Wherever possible quantify these relationships; e.g., by showing in the above example the proportion of the development that will be done by professional services firms at the central IS and distributed IS locations.
- Basic economic forecasts are required *by year* for:
 - a) Economic growth (GNP growth and/or recession).
 - b) Inflation.
- In each industry sector, micro-economic forecasts must be taken into consideration.

- All U.S. forecasts are made in *current* (not constant) *dollars* (i.e. taking inflation into account) unless there are compelling reasons not to. In such a case, these reasons must be explicitly stated in the Introduction.
- *European forecasts are made in constant dollars* with a table of inflation and conversion rates included. National reports give forecasts in the nation's currency; e.g., a U.K. report would forecast in current pounds sterling.
- All expenditures and revenues addressed are "*available*," in that they are open for competition. "Captive" figures, which refer to expenditures by a user for services or products from a subsidiary company are not included. They may be referred to when examining an individual "spin-off" vendor.
- Questions about where to properly count certain *user expenditures are considered from the user viewpoint*. They answer the question, "What do users perceive they are buying?"
- Overall give:
 - a) Market growth and annual average growth rate (AAGR) by mode and type of service.
 - b) Applications figures and tables.
 - c) Reasons for growth in text analysis - not just repetition of table figures.
- Analyze by company size, to extent possible.
- Analyze geographically, mention key cities and growth areas.
- Give any uncertainties which could affect growth and size of market.
- For some areas, hardware forecasts are required, e.g., numbers of mainframe, mini, microcomputers for sales or systems software.
- It is key to include company data in each sector in the report.
- Forecast changes and adjustments:
 - a) Never make the statement "these numbers will not change".
 - b) It is unacceptable to continue to justify forecast numbers that are subsequently found to be wrong.
 - c) If an error is found, go back and report it. Forecasts will always be changed if it is found:
 - i. A mistake was made.
 - ii. Further information was obtained that changes the data and forecasts.
 - d) Changes must have very strong support. The reconciliation must be supported by data - it cannot just be opinion except for out-year forecasts and protection for brand new markets or forecasts with a "step-function" potential. An example would be forecasts for mechanical and electronic calculators at the time of introduction of the first electronic calculators. Opinions change radically during such periods - and rightly so.
- All market forecasts must be reviewed for *consistency across all programs*, (including both U.S. and Europe).

III. PROCEDURES

- Authors should review the [attached EXHIBIT P-O 472B](#), a reprint of *The Harvard Business Review* article "Four Steps to Forecast Total Market Demand."

A. BASICS

1. The Forecast is: **BOTTOMS-UP - NOT TOP-DOWN**
and
USER EXPENDITURES - NOT VENDOR REVENUES
2. The Forecast includes:
 - a) Input from vendor and user research.
 - b) Bottoms-up analysis of industry sectors and cross industry areas.
 - c) Input and correlation with other INPUT program data.
 - Before starting any forecast activity, the format of the output must be prepared. What is going to be forecast? Client input obtained in past year is important here.
 - For each sector forecast there is a discipline and expected output (see next section and [*attached EXHIBIT P-O 472A Forecast Flow Chart*](#)).
3. Notes on Forecasting
 - a) Confidence Level
 - i. INPUT tries to attain a 95% confidence level.
 - ii. Uses targeted interviews based upon:
 - Industry
 - Topic
 - Geography
 - Installed equipment
 - Company revenues
 - b) Common Sources of Forecast Variations:
 - i. Differences in market definition.
 - ii. Double counting where markets overlap.
 - iii. Vendor market overstatement (revenue).
 - iv. User market understatement (expenditures).
 - Non-IS (user) expenditures omitted.
 - Budgetary caution (intentional understatement).
 - c) Forecast Attributes:
 - i. Always a *knowledgeable* estimate.
 - ii. Primary forecast attributes:
 - Relative opportunity.
 - Relative magnitude.
 - Identification of driving/inhibiting forces.
 - Reconciliation with last forecast.

- Continuity (20 years in the business).

B. PROCESS & FORECAST FLOW

I. Process Outline:

- a) Get last year's data and back-up information (Project Back-Up Files).
 - b) Collect all known information:
 - i. Files.
 - ii. INPUT reports and data (including Custom).
 - c) Get all company data specifically relevant:
 - i. Vendor Analysis company profiles.
 - ii. Library files.
 - iii. Online data.
 - d) Analyze issues and environment, as they affect market!
 - i. Economic
 - ii. Technological
 - iii. Market
 - iv. Competition
 - e) Develop forecasts.
- User Expenditures
 - a) Determined by interviewing users.
 - b) For a typical report: approx. 50-100 interviews.
 - c) Standard questionnaires to determine spending habits.
 - d) Usually interview senior member of IT staff.
 - e) Also interview users to determine applications plans.
 - Vendor Revenues
 - a) Determined by interviewing vendors.
 - b) For a typical report: approx. 20-30 vendors.
 - c) Use standard questionnaires, and other contracts.
 - d) Usually interview senior marketing or financial executive.
 - e) Try to avoid public relations staff.
 - Analysis and Forecast Procedure
 - a) Data from interviews is tabulated and extreme responses normalized.
 - b) Results of tabulation are analyzed using models (e.g. EXCEL matrices).
 - c) Develop current and predicted market share analysis of vendors and groups of vendors products. Test against vendor data.

- d) Develop base year forecast using economic data, installation data or other means: Develop potential market number and realized market number. Test for reasonable particularly in cost/person and/or cost per department/ establishment/enterprise.
- e) Develop future years' forecasts as a year-by-year basis. Look at the target population and how they will change as well as the penetration. Particularly consider price changes, add on sales, support, renewal/replacement rates and distribution channel changes. Again test for reasonableness.
- f) Consider changes in user budget size and allocation, vendor revenue forecasts and changes in product mix and emphasis.
- g) Pro forma forecasts are produced and reviewed by INPUT staff and industry experts.
- h) Final forecasts are produced for use with specific reports.
- Forecast Production Sequence
 - a) Do verticals first (modes and sub-modes, by industry).
 - b) Do delivery modes by extracting that mode from each vertical.
 - c) Then corroborate with vendor revenue data (vendors can rarely break out details by industry and service).
 - d) Assures forecast consistency and integrity.
 - e) Incorporate forecast reasoning and analysis in text of report (usually in a chapter titled *Information Services Market Forecast*).
 - f) **Note:** Forecasts are influenced by economic, industry and IT/IS trends.
- Reconcile to previous year and other data.
- Review and approval.
- Enter forecast data into database.
- 2. Commentary on Forecast Process:
 - *Reconciliation is absolutely vital.* Items missed or mis-forecast last year must be identified, e.g., payroll, government funded health insurance, VAR/VAD, services provided by computer dealers, and software sold by computer dealers to businesses, etc.
 - After detailed sector level forecast has been done, results are aggregated by mode. This should be *reconciled with vendor research* and other vendor data.
 - *Forecast sub-segments first* then build the forecast from the bottom up. This is what we tell our clients. *This must be done.* For example, if forecasting the market for project management software packages, examine the market on each size of computer first; analyze the distribution of the market by industry (construction, manufacturing, etc.) and analyze the market by function, such as IS, planning, construction, etc.; when the forecasts have been built at this level they can be summed to the overall level and tests for reasonableness performed.
 - *Reasonableness tests* must be applied; e.g., to grow a \$40 billion market 25% in one year means adding \$10 billion in one year at \$100,000 per salesperson, that's 100,000 more salespeople! Is this reasonable?
 - In *Market Share Analysis*, each market sub-segment should have 60% to 80% of the user expenditures for the latest year identified by vendor name, unless it is a very new and fragmented

market. The remainder should be identified by type of vendor. Changes in market share based on company performance should be projected. Then profiles of vendors in the market are useful.

- Each forecast must be *made on a year-by-year basis*; there should be variation by year; the factors producing these variations must be presented. If there is a uniform growth rate, chances are the author has not thought the forecast through properly.
 - During review of forecasts *test with individuals that have relevant experience* (other INPUT staff, friendly outsiders/consultants/contacts/clients).
3. Output of Sector Forecast Chart:
- Forecast numbers.
 - Notes on analysis - reasons for *every* number sequence *organized* (this is basis for written material).
 - Reconciliation - means reasons for changes must be documented and supportable so anyone can go to 'Back-Up' files, understand and be able to use.
4. Standard Error Calculation:
- All research data that generates numbers (particularly averaged data) must be accompanied by a calculation of the standard error implied by the results. (Most business calculators include this function - certainly any statistical computer program does).
 - a) This applies to subscription, multi-client and custom studies.
 - It is not necessary to always publish the standard error, but it should be available in Back-Up and reviewed by Quality Control. However, giving the recipient of the study/presentation a measure of the accuracy of the data is extremely important.
 - Reporting Example:
 - a) If you calculate an average for a variable as 10.1 and the error is ± 0.2 (note: always use leading zero) you can legitimately use 10.1.
 - b) If, however, the error is ± 1.4 the best you can say is 10.
 - c) Furthermore, comparing 10.1 ± 1.4 with say 9.2 ± 0.7 , means that 10.1 becomes 10, and 9.2 becomes 9.0.
 - d) But, you cannot, repeat cannot, say that there is definitely a difference between the two measurements.
 - e) You can say there is some indication that the result with "10" is higher than "9", but recognize that the next time you measure it they may well be revised.

C. FORECAST CHANGES AND RECONCILIATION

1. Reconciliation Chart Headings

- We are reconciling the new forecasts to the old, not vice versa:
 - a) Example: VAR is variance as a proportion of 1988 numbers:

1988 Market			1989 Market		CAGR	CAGR
1988	1989	VAR.	1988	1989	1987-1993	1988-1994
Report	Report		Report	Report		

2. Changes in Base Year Size are Due to:

- Different growth rate in *preceding* year, i.e., in 1987 to 1988 for 1988. This will normally only result in small size changes. If a market grows at 25% when 20% was forecasted, the difference can only be 5% of the previous year's base. In some areas notably SI and SO, you can have discontinuities due to very large contracts. Here growth may be 100% or more.
 - Re-evaluation of the size of the market. This is the more normal situation. You must justify the change in detail. You can't just say "we were wrong." The only way you can change is by showing where the revenues for the change came from/went to by specific companies or groups, and where the expenditures are different.
 - Re-definition of the market. This is where we must be *most* careful. Do not redefine a market unless everyone, internally and externally (customers), agrees. Shifting of the market from one segment to another is complex and serious. All implications must be weighed and explicitly stated.
3. Changes in Prospective Growth Rate:

- These must also be justified. The best evidence is what has happened in the preceding year to growth rates of vendors serving that segment. Again, you can't just say "we changed" or "we found out more" - customers expect us to do that.
- How much of a change is due to:
 - a) Changes in inflation or the GNP forecasts?
 - b) Industry changes which affect some or all delivery modes?
 - c) Pricing changes?
 - d) Certain sizes for customers?
 - e) New technologies?
 - f) Changes in competition (e.g., unpredicted entry of a group of vendors)?
 - g) Unpredicted changes in government regulation?

NOTE: All these changes are due to *unpredicted* changes in the market or its environment. We are paid to predict changes and factor them into our forecasts. When change happens that we predicted (e.g., 32-bit minicomputers), we can't change forecasts just because it happened. And if a change happens that we didn't predict, how did we miss it?

- A common tendency is to reduce growth in "out" years at the end of the forecast period, often because of the maturation cycle. If warranted, this is fine.
 - What is not fine is to say that the year-to-year growth rate changes for years because of the changes at the end. The years already forecast stay the same unless you have reason to change. The end year growth changes and, as a result, *slightly* changes the overall compound annual growth rate.
 - In changing forecasts for growth there is more latitude than changing base. But all changes must be justified. The assumption is the forecasts are correct unless there is sound reason for change supported by quantifiable logic.
 - In any event, you should look back at least over the last five years of reports before making such changes.
4. Reconciliation to Vendor Data
- Reconcile data with vendor research and other vendor data.

D. PRESENTATION OF FORECAST FIGURES

- INPUT has adopted the following standards concerning the publication of market size/forecast numbers.

1. Charts/Tables - Location within Report

- Typically INPUT published charts and table in the market reports. The tables are more detailed and often only in the Appendixes. It is noted that U.K. typically uses tables in the report while the U.S. uses charts - authors should use what ever is easiest.

2. Rounding of Numbers

- In order to prevent implying an excessive level of precision in the forecasts when presented in report charts/text and presentations, the following rules must be followed:
 - Unnecessary: 12.15 ± 2
 - Should be: 12 ± 2 .
 - Market in 1993 is \$3,132 Million, growing at 17.3% (implies too much precision).
 - It should be \$3.1 Billion, growing at 17%.

Another Example:

Incorrect:	Market Size: 1990 - \$483.3M	1995 - \$1,284.9M	AAGR 21.6%
Correct:	Market Size: 1990 - \$480M	1995 - \$1,300M	AAGR 22%

- For forecast tables included as an appendix, which are often spreadsheets from a data base, the market size/forecast *numbers can be to the nearest million*.
- For charts and table used in the body of the report and for all presentations the following rules should be used:
 - Markets of \$1 billion (U.S. dollars or local currency) or greater should be rounded to the nearest \$50 million.
 - Markets of \$100 million should be rounded to the nearest \$10 million.
 - Markets under \$100 million to the nearest \$5 million.
 - European authors may want to adopt modified rules for some of their currencies.

IV. REFERENCES

A. EXHIBITS

- [P-O 472A Forecast Flow Chart](#)
- [P-O 472B Four Steps to Forecast Total Market Demand](#)

EXHIBIT A
(P-P 130)

5/15/2006

Scheduling Forms

Form #	Schedule Name	Time Period Covered	Time Increments	Required For Departments	Activities Covered	Responsibility	Completed By	Updated
P 131 A	Annual Program Planning Schedule	Year	Month	All Departments.	Dept. Programs*: Staffing (Days) Expenses (\$/£)	Dept. Executive/Mgr.	September 30, Previous Year	Quarterly
	Annual Product Planning Schedule	Year	Month	Operations Department	INPUT Products: Staffing (Days) Expenses (\$/£/)	Product/Department Manager.	September 30, Previous Year	Monthly
P 133 A	Quarterly Project Schedule – Standard Activities	Each Qtr.	Week	Operations Department Standard Products and Projects	Project Activities: Staffing (Days) Expenses (\$/£/)	Product Manager	Last Day of Previous Quarter	Weekly
P 133 B	Quarterly Project Schedule - Blank	Each Qtr.	Week	Operations Department Non-Standard Consulting/Product Projects	Project Activities: Staffing (Days) Expenses (\$/£/)	Product Manager	As Required as part of Project Plan	Weekly
		Each Qtr.	Week	All Other Departments	Project Activities: Staffing (Days) Expenses (\$/£/)	Department Executive/Manager	Last Day of Previous Quarter	Weekly
P 135 A	Annual Personal Schedule	Year	Month	All Departments	Projects and Recurring Activities	All Staff**	September 30, Previous Year	Monthly
P 135 B	Quarterly Personal Schedule	Each Qtr.	Week	All Departments	Quarter Projects and Recurring Activities	All Staff**	Last Day of Previous Quarter	Weekly

MEMORANDUM

(REPORT CONTENTS AND QUALITY - RES280-A)

Moved to
P-O 310A

DATE: September 4, 1992
TO: All Professional Staff
FROM: Pete C.,

INPUT reports must be the highest quality in the industry. We are dedicated to making this happen.

The following are specific instructions to be followed in the preparation of INPUT reports. They are based upon years of collective experience at INPUT and elsewhere. Suggestions for ways to improve are very welcome.

1. Bullet Charts

- Each point on a chart must be fully discussed. Also each bullet must make sense. Each chart must be able to 'stand-alone'.

2. Lists

- Lists by themselves are generally useless. Apply ranking, grouping, or some other kind of organization to the elements of a list to make them more digestible and useful.

3. Use of Percentages

- For survey results, percentages are often given to cover "thin" data. Give the actual counts; if there are not enough data to give firm conclusions, say so! Bar charts and histograms should have counts not percentages; give counts of answers to the specific question not the total number of respondents.
- Remember that 'percentage' is a description of the way a set of data are presented and not of the data themselves. Therefore a column of data cannot merely have the heading 'percentage', it must have the description of the data set, such as 'proportion of respondents', followed by (Percent).

4. Text/Chart Relationships

- This can be the most glaring weakness in the actual writing of many reports. Improvements can be made in several areas:
 - First of all, authors should not 'talk-the-chart', that is, presenting in text form exactly what is shown in the chart. As a rule, any information that is on a chart should not be repeated in the text. "A picture is worth a thousand words"—then to get the picture as well as the words is a waste. This often reflects the author's inability to add anything constructive, and just uses up space! If you can't think of anything to say about the data presented, then say nothing! But then I'd wonder why it's there in the first place!
 - The author must analyze the data presented; why is it so? What has changed from the past? How important is the information? And, very importantly, how reliable is it?

5. Analysis of Research Results.

- This is often an area with room for significant improvement:

i. Many questions are asked which are not properly tabulated and analyzed. Every question in a questionnaire must be properly tabulated (including qualitative questions), analyzed, and presented in the report. Otherwise why was it asked?

ii. Each chart must present the exact data that was collected and reflect the question exactly as asked. For example, if the respondents are asked to rate "transaction throughput", do not represent their answers as measuring "performance".

iii. Cross-Question Analysis. This type of analysis should always be performed. The answers to one question should relate to answers to another question in the same questionnaire, as well as to answers to a question in another survey whether within the same report or those done for other reports, especially within the same program. Ideally this should also apply across all our programs.

There must be analysis of the data in terms of respondent demographics. Treat each question as a stand-alone entity, as well as part of a whole. The analyst must look for relationships; that's what our clients pay us for!

For example, if 20 respondents out of 30 give one kind of response and the rest give another, what are the distinguishing characteristics of the 20 and the 10? Look through all the other questions and the demographics; are the 10 smaller, larger, geographically different, customers of a particular group of vendors, using particular applications, etc., etc.? If a vendor question is similar, what relationships can be drawn?

Problems in this area are often due to the tabulations, as well as the interviewing, being done by inexperienced staff. This can be overcome by frequent QC reviews as work is performed, which in turn provides training for inexperienced staff. It can also be aggravated by the over-use of computers. It is simply not always possible to replace manual spread sheets with computerized ones for questionnaire analysis of the kind we usually do. We are looking for relationships which we may not have thought of beforehand; we are looking for qualitative information as well as quantitative information.

Therefore the following rules should be given close attention:

- a) For surveys with fewer than 30 responses, spread sheets must be produced by hand by the author. Computers can be used as calculators on specific numeric questions.
- b) For surveys with over 30 questionnaires, computer analysis may be used but must be accompanied by:
 - Preliminary review of all questionnaires by the author to sense what categories of quantitative and qualitative results may be obtained and what group relationships may exist within the overall sample.
 - Development of cross tabulations that investigate relationships. Look for potential relationships that are logical (i.e. ones you can think of before doing the analysis, such as respondent size, geography, vendor, etc.) and others that come from the research (i.e. ones you can only see after the analysis, usually from responses to other questions).

iv. Accuracy of Results, Corresponding Deductions and Conclusions. The answer to every statistical question, particularly a rating, has a margin of error. Authors can easily draw spurious or inaccurate conclusions because they don't know the errors in their data. Special attention must be paid to comparisons and arithmetic calculations where errors are compounded. The accuracy (or error) in results depends on the number of responses to a specific question and the shape of the distribution of the responses (note: error is not always symmetrical about the mean).

Sometimes it pays to discard extreme results because of their impact (a legitimate technique).

Everyone writing reports must be familiar with basic statistical techniques. If more training is required see your manager. The attached HBR article should be studied as one aid.

v. Avoid Over-complexity. Charts and tables that are too complicated are not appreciated by the reader. Use tables to make one or possibly two points. If there are rankings buried in a table, help the reader by circling the highest and/or lowest.

vi. If a factor is calculated, show what it is based on and how the calculation is made, e.g., is "programming language use" calculated based on lines of code, \$ spent, proportion of projects, or what?

6. Abstract

- This is an abstract of the report — not a summary of the results or a brief description of the subject. Say what the report contains including the key results.

7. Reconciliation

- Every report containing forecasts must have a reconciliation section explaining differences from previous reports. This section must also show how the forecasts contained in this report fit with other forecasts. For example, a MAPs professional services report must show how its forecasts fit with the support services forecasts in CSP.

8. Data Base Section

- Every report containing forecasts must have a data base section containing all the forecasts made in the report. This section must be distributed to all INPUT offices and the information centers (library) so that other staff can review them and use them.

9. Forecasts

- Things to remember to improve your forecasting:

i. All assumptions must be explicitly stated. Then the expected variations in the forecast should the assumptions not be met must be given.

ii. Connect analysis of factors that could affect the forecast with the forecast; for example, what will be the impact on the banking SO/FM market of continuing consolidation of banks, what is the impact of powerful workstations on the market for CAD/CAM software packages, etc.? Give numerical values to changes in the size of the market and the growth rate. We often talk about factors but don't put explicit values on them.

iii. Forecast subsegments first then build the forecast from the bottom up. This is what we tell our clients. We must do this. For example, if forecasting the market for project management software packages, examine the market on each size of computer first; analyze the distribution of the market by industry (construction, manufacturing, etc.) and analyze the market by function, such as IS, planning, construction, etc.; when the forecasts have been built at this level they can be summed to the overall level and tests for reasonableness performed.

iv. Market Share Analysis. Each market subsegment should have 60% to 80% of the user expenditures for the latest year identified by vendor name, unless it is a very new and fragmented market. The remainder should be identified by type of vendor. Changes in market share based on company performance should be projected. Then profiles of vendors in the market are useful.

v. Year-by-Year Analysis. Each forecast must be made on a year-by-year basis; there should be variation by year; the factors producing these variations must be presented. If there is a uniform growth rate, the chances are the author has not thought the forecast through properly.

vi. Market Potential. Give the market potential and the current and projected penetration. Show how the market potential will change over the course of the next 5 years. Where possible give counts; e.g., give current and projected level of white-collar workers and relate to the penetration of PCs when calculating the market for spread sheets; and don't forget to estimate the replacement market when doing this.

vii. Context. Put forecasts in the context of other activities. For example, forecasts of the professional services market must take into account the move to distribution of functions such as design and programming to users, the increased use of CASE products, the "baby-bust" phenomenon, etc. Wherever possible quantify these relationships; e.g., by showing in the above example the proportion of the development that will be done by professional services firms at the central IS and distributed IS locations.

10. Definitions

- Ensure that INPUT definitions are met exactly. Where new terms are required, ensure that they are clearly defined and are added to INPUT's definition list. Circulate them. Where they might affect other programs make sure that they are agreed before using them. In other words, don't produce a set of forecasts using a new definition then circulate it — get it agreed before you use it. Wherever possible use industry standards. However, only put into a report those definitions that are relevant to that report — we don't need pages and pages of absolutely irrelevant definitions.

11. Terminology

- i. INPUT does not use the terms DP, EDP, or MIS unless we are making a specific point, usually about the past. INPUT uses the term IS (Information Systems).
- ii. Do not use slang, colloquialisms, and industry jargon. INPUT reports are written for an international audience, primarily of well-educated professionals. Think of this when you are writing. Ask the question "Will our Japanese clients understand what I am saying here?"
- iii. Similarly, don't be "smart"! Statements such as "...and we all know how well ABCD has serviced its clients in the past!" (implying that it hasn't done that well at all) must not be used. In fact, don't expect the reader to imply anything; make all your inferences and statements explicit.
- iv. Use words exactly — the Japanese read every word and expect each word to be used properly, with its exact dictionary meaning.
- v. As far as possible use simple words and sentence structures.
- vi. Avoid emotive words such as "best", "worst", "enormous", "disastrous", etc.
- vii. Connect sentences together into paragraphs. There should not be too many one sentence paragraphs without any connection. (By the way — "between" can only be used when two objects are being considered; when there are more than two, you must use "among".)

12. Judgments and Recommendations

- Be forceful and decisive. Our clients pay us to make sound judgments and develop forecasts and recommendations based on those judgments. Do not avoid drawing conclusions. Review conclusions, especially contentious ones, with your peers.

13. Demographics

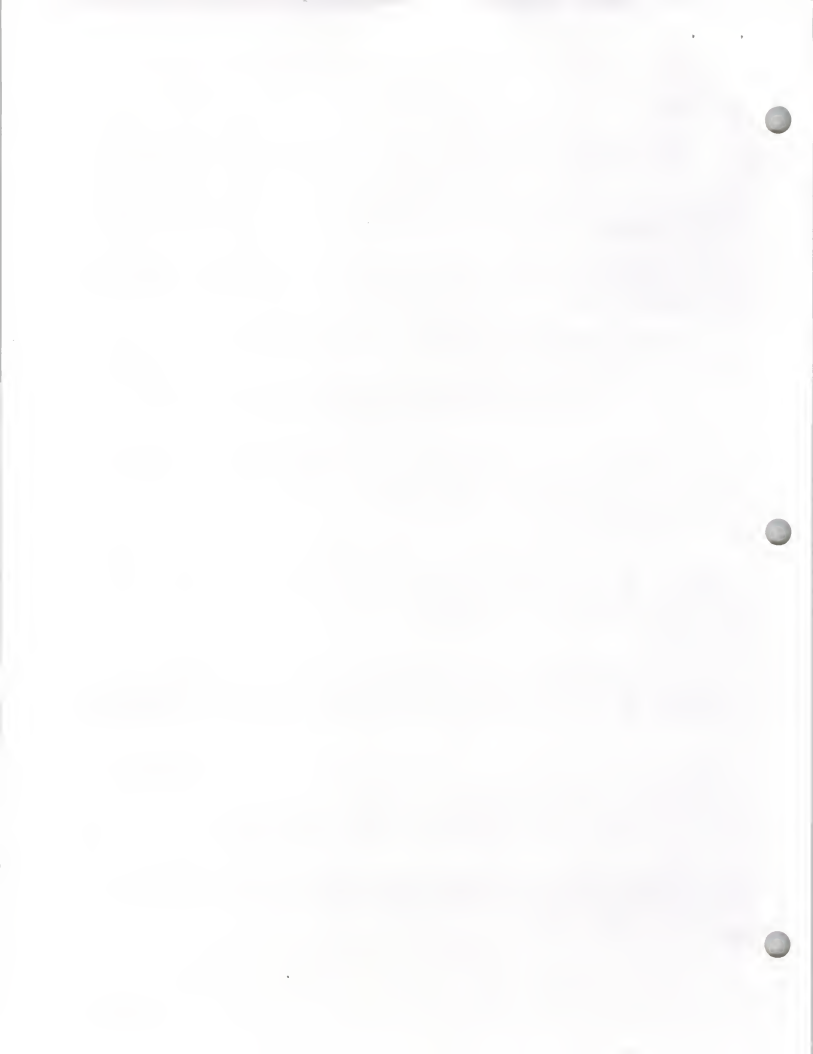
- Give the demographics of respondents, both users and vendors. Also, give the demographics of the markets; what are the potential buyers as well as the actual buyers, where are they, how large are they, how much do they spend on average, what is the market penetration, which industries are they in etc.?

I am sure there are many other things we can do to improve the quality of our reports. Please add any you can think of and let me or your manager know.

Review this policy with your manager periodically. Make sure that you understand the instructions before you follow them.

Ensure that you review the contents of the *Writing, Editing, and Production Guide* and any other policies in detail, and refer to them during your research work. Make it part of your own self-training.

Thanks.



GETTING THINGS DONE

Four Steps to Forecast Total Market Demand

by F. WILLIAM BARNETT

Reprinted from



Harvard
Business Review



Harvard Business Review

July-August 1988

Reprint number

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Volume 66, Number 4

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 Editorial offices, Boston, MA 02163.
 Second-class postage paid at Boston, MA and at additional mailing offices, postmaster: send address changes to Harvard Business Review, Boston, MA 02163.

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Four Steps to Forecast Total Market Demand

Without a total-demand forecast, you're operating in the dark.

by F. WILLIAM BARNETT

Recent history is filled with stories of companies and sometimes even entire industries that have made grave strategic errors because of inaccurate industrywide demand forecasts. For example:

■ In 1974, U.S. electric utilities made plans to double generating capacity by the mid-1980s based on forecasts of a 7% annual growth in demand. Such forecasts are crucial since companies must begin building new generating plants five to ten years before they are to come on line. But during the 1975-1985 period, load actually grew at only a 2% rate. Despite the postponement or cancellation of many projects, the excess generating capacity has hurt the industry financial situation and led to higher customer rates.

■ The petroleum industry invested \$500 billion worldwide in 1980 and 1981 because it expected oil prices to rise 50% by 1985. The estimate was based on forecasts that the market would grow from 52 million barrels of oil a day in 1979 to 60 million barrels in 1985. Instead, demand had fallen to 46 million barrels by 1985. Prices collapsed, creating huge losses in drilling, production, refining, and shipping investments.

■ In 1983 and 1984, 67 new types of business personal computers were introduced to the U.S. market, and most companies were expecting explosive growth. One industry forecasting service projected an installed base of 27 million units by 1988; another predicted 28 million units by 1987. In fact, only 15 million units had been shipped by 1986. By then, many manufacturers had abandoned the PC market or gone out of business altogether.

The inaccurate suppositions did not stem from a lack of forecasting techniques, regression analysis, historical trend smoothing, and others were available to all the players. Instead, they shared a mistaken fundamental assumption: that relationships driving demand in the past would continue unaltered. The companies didn't foresee changes in end-user behavior or understand their market's saturation point. None realized that history can be an unreliable guide as domestic economies become more international, new technologies emerge, and industries evolve.

As a result of changes like these, many managers have come to distrust traditional techniques. Some

even throw up their hands and assume that business planning must proceed without good demand forecasts. I disagree. It is possible to develop valuable insights into future market conditions and demand levels based on a deep understanding of the forces behind total-market demand. These insights can sometimes make the difference between a winning strategy and one that flounders.

A forecast of total-market demand won't guarantee a successful strategy. But without it, decisions on investment, marketing support, and other resource allocations will be based on hidden, unconscious assumptions about industrywide requirements, and they'll often be wrong. By gauging total-market demand explicitly, you have a better chance of controlling your company's destiny. Merely going through the process has merit for a management team. Instead of just coming out with pat answers, numbers, and targets, the team is forced to rethink the competitive environment.

Total-market forecasting is only the first stage in creating a strategy. When you've finished your forecast, you're not done with the planning process by any means.

There are four steps in any total-market forecast:

1. Define the market.
2. Divide total industry demand into its main components.
3. Forecast the drivers of demand in each segment and project how they are likely to change.
4. Conduct sensitivity analyses to understand the most critical assumptions and to gauge risks to the baseline forecast.

Defining the market

At the outset, it's best to be overly inclusive in defining the total market. Define it broadly enough to include all potential end users so that you can both identify the appropriate drivers of demand and reduce

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the risk of surprise product substitutions.

The factors that drive forecasts of total-market size differ markedly from those that determine a particular product's market share or product-category share. For example, total-market demand for office telecommunications products nationally depends in part on the number of people in offices and their needs and habits, while total demand for PBX systems depends on how they compare on price and benefits with substitute products like the local telephone company's central office switching service. Beyond this, demand for a particular PBX is a function of price and benefit comparisons with other PBXs.

In defining the market, an understanding of product substitution is critical. Customers might behave differently if the price or performance of potential substitute products changes. One company studying total demand for industrial paper tubes had to consider closely related uses of metal and plastic tubes to prevent customer switching among tubes from biasing the results.

Understand, too, that a completely new product could displace one that hitherto had comprised the entire market—like the electronic calculator, which eliminated the slide rule. For a while after AT&T's divestiture, the Bell telephone companies continued to forecast volume of long-distance calls by using historical trend lines of their revenues—as if they were still part of a monopoly. Naturally, these forecasts grew more inaccurate with time as end users were presented with new choices. The companies are now broadening their market definitions to take account of heightened competition from other long-distance carriers.

There are several ways you can make sure you include all important substitute products (both current and potential). From interviews with industrial customers you can learn about substitutes they are studying or about product usage patterns that imply future switching opportunities. Moreover, market research can lead to insights about consumer

products. Speaking with experts in the relevant technologies or reviewing technological literature can help you identify potential developments that could threaten your industry.

Finally, careful quantification of the economic value of alternative products to different customers can yield deep insights into potential switching behavior—for example, how oil price movements would affect plastics prices, which in turn would affect plastic products' ability to substitute for metal or paper.

Analyses like these can lead to the construction of industry demand curves—graphs representing the relationship between price and volume. With an appropriate definition, the total-industry demand curves will often be steeper than demand curves for individual products in the industry. Consumers, for example, are far more likely to switch from Maxwell House to Folgers coffee if Maxwell House's prices increase than they are to stop buying coffee if all coffee prices rise.

In some cases, managers can make quick judgments about market definition. In other cases, they'll have to give their market considerable thought and analysis. A total-market forecast may not be critical to business strategy if market definition is very difficult or the products under study have small market shares. Instead, your principal challenge may be to understand product substitution and competitiveness. One company analyzed the potential market for new consumer food cans, and it concluded that growth trends in food product markets were not critical to the strategy question. What was critical was knowing the value positions of the new packages relative to metal cans, glass jars, and composite cans. So the company spent time on that subject.

Dividing demand into component parts

The second step in forecasting is to divide total demand into its main components for separate analysis.

There are two criteria to keep in mind when choosing segments: make each category small and homogeneous enough so that the drivers of

demand will apply consistently across its various elements; make each large enough so that the analysis will be worth the effort. Of course, this is a matter of judgment.

You may find it useful in making this judgment to imagine alternative segmentations (based on end-use customer groups, for example, or type of purchase). Then hypothesize their key drivers of demand (discussed later) and decide how much detail is required to capture the true

Americans bought half as many computers as the industry had predicted.

situation. As the assessment continues, managers can return to this stage and reexamine whether the initial decisions still stand up.

Managers may wish to use a "tree" diagram like the accompanying one constructed by a management team in 1985 to study demand for paper. In this disguised example, industry data permitted the division of demand into 12 end-use categories. Some categories, like business forms and reprographic paper, were big contributors to total consumption; others, such as labels, were not. One (other converting) was fairly large but too diverse for deep analysis. The team focused on the four segments that accounted for 80% of 1985 demand. It then developed secondary branches of the tree to further dissect these categories and to determine their drivers of demand. It analyzed the remaining segments less completely [that is, via a regression against broadly macroeconomic trends].

Other companies have used similar methods to segment total demand. One company divided demand for maritime satellite terminals by type of ship (e.g., seismic ships, bulk/cargo/container ships). Another divided demand for long-distance telephone service into business and residential customers

Components of Uncoated White Paper Making Up Total Demand (thousands of tons)

Total Demand	End-Use Category	Percent of Total 1985 Demand
	Business Forms	25%
	Commercial Printing	25
	Reprographics	20
	Envelopes	10
	Other Converting	5
	Stationery and Tablet	5
	Books	5
	Directories	1 or less
	Catalogs	
	Magazines	
	Inserts	
	Labels	

Reviewed in Depth

and then subdivided it by usage level. And a third segmented consumer appliances into three purchase types—appliances used in new home construction, replacement appliance sales in existing homes, and appliance penetration in existing homes.

In thinking about market divisions, managers need to decide whether to use existing data on segment sizes or to commission research to get an independent estimate. Reliable public information on historical demand levels by segment is available for many big U.S. industries (like steel, automobiles, and natural gas) from industry associations, the federal government, off-the-shelf studies by industry experts, or ongoing market data services. For some foreign markets and less well-researched industries in the United States, like the labels industry, you may have to get independent estimates. Even with good data sources, however, the readily available information may not be divided into the best categories to support an insightful analysis. In these cases, managers must decide whether to develop their forecasts based on the available historical data or

to undertake their own market research programs, which can be time-consuming and expensive.

Note that while such segmentation is sufficient for forecasting total demand, it may not create categories useful for developing a marketing strategy. A single product may be driven by entirely different factors. One study of industrial components found that consumer industry categories provided a good basis for projecting total-market demand but gave only limited help in formulating a strategy based on customer preferences: distinguishing those who buy on price from those who buy on service, product quality, or other benefits. Such buying-factor categories generally do not correlate with the customer industry categories used for forecasting. A strong sales force, however, can identify customer preferences and develop appropriate account tactics for each one.

Forecasting the drivers of demand

The third step is to understand and forecast the drivers of demand in each category. Here you can make

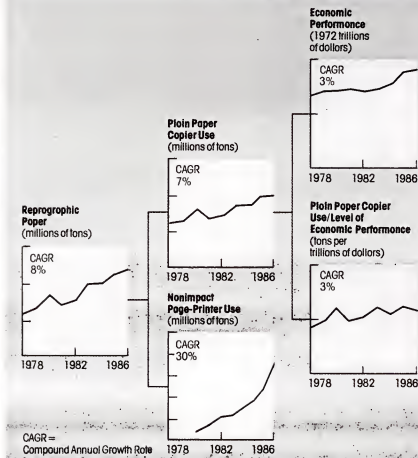
good use of regressions and other statistical techniques to find some causes for changes in historical demand. But this is only a start. The tougher challenge is to look beyond the data on which regressions can easily be based to other factors where data are much harder to find. Then you need to develop a point of view on how those other factors may themselves change in the future.

An end-use analysis from the commodity paper example, reprographic paper, is shown in the accompanying chart. The management team, using available data, divided reprographic paper into two categories: plain-paper copier paper and nonimpact page printer paper. Without this important differentiation, the drivers of demand would have been masked, making it hard to forecast effectively.

In most cases, managers can safely assume that demand is affected both by macroeconomic variables and by industry-specific developments. In looking at plain-paper copier paper, the team used simple and multiple regression analyses to test relationships with macroeconomic factors like white-collar workers, population, and economic performance. Most of the factors had a significant effect on demand. Intuitively, it also made sense to the team that the level of business activity would relate to paper consumption levels. (Economists sometimes refer to growth in demand due to factors like these as an "outward shift" in the demand curve—toward a greater quantity demanded at a given price.)

Demand growth for copy paper, however, had exceeded the real rate of economic growth and the challenge was to find what other factors had been causing this. The team hypothesized that declining copy costs had caused this increased usage. The relationship was proved by estimating the substantial cost reductions that had occurred, combining those with numbers of tons produced over time, and then fashioning an indicative demand curve for copy paper. (See the chart "Understanding Copy Paper Demand Drivers.") The clear relationship between cost and volume meant that cost

Drivers of Demand for Reprographic Paper



reductions had been an important cause of past demand growth. (Economists sometimes describe this as a downward-shifting supply curve leading to movement down the demand curve.)

Further major declines in cost per copy seemed unlikely because paper costs were expected to remain flat, and the data indicated little increase in price elasticity, even if cost per copy fell further. So the team concluded that usage growth (per level of economic performance) was likely to continue the flattening trend begun in 1983: growth in copy paper consumption would be largely a function of economic growth, not cost declines as in the past. The team then reviewed several econometric services forecasts to develop a base case economic forecast.

Similar studies have been performed in other industries. A simple

one was the industrial components analysis mentioned before, a case where the total forecast was used as background but was not critical to the company's strategy decision. Here the team divided demand into its consuming industries and then asked experts in each industry for production forecasts. Total demand for components was projected on the assumption that it would move parallel to a weight-averaged forecast of these customer industries. Actual demand three years later was 2% above the team's prediction, probably because the industry experts underestimated the impact of the economic recovery of 1984 and 1985.

In another example, a team forecasting demand for maritime satellite terminals extrapolated past penetration curves for each of five categories of ships. These curves were then adjusted for major

changes in the shipping industry (e.g., adding the depressing effect of the growing oil glut, taking out of these historical trends the unnatural demand growth that had been caused by the Falklands war). The actual figure three years later was within 1% of the forecast.

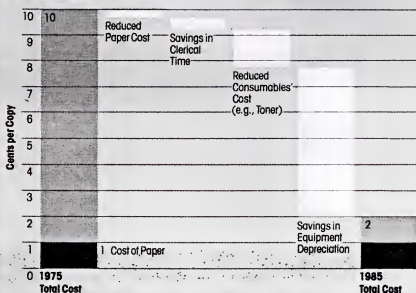
Knowing the drivers of demand is crucial to the success of any total-market demand forecast. In 1974, as I mentioned earlier, most electric utilities used an incomplete total-demand forecast to predict robust demand growth. In the early 1980s, one company's management team, however, decided to study potential changes in end-user demand as well. The team divided electricity demand into the three traditional categories: residential, commercial, and industrial. It then profiled differences in residential demand because of more efficiency in home appliances and changes in home size and the ratio of multi-unit to single-family dwellings. Industrial demand was analyzed by evaluating the future of several key consuming industries, paying special attention to changes in their total production and electricity use. This end-use approach sharply reduced the utility's initial forecasts and led to cancellation of two \$700 million generating plants then in the planning stage.

In 1983, forecasters in the U.S. personal computer industry were saying that demand would continue to rise at a rapid rate because there were 50 million white-collar workers and only 8 million installed PCs. One company, however, did a more detailed demand forecast that showed that growth would soon flatten out. It found that more than two-thirds of white-collar workers either did not require PCs in their jobs—actors and elevator operators, for instance—or were supported mostly by inexpensive terminals linked to large computers, as in the case of many clerical workers. The potential market was not big enough to support the growth rate. Indeed, the market began to flatten the next year.

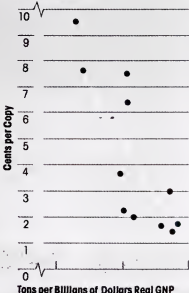
Forecasting total demand became crucial for another company that was thinking about acquiring a maker of video games. Many thought

Understanding Copy Paper Demand Drivers

Copy Cost Comparison: 1972 Dollars



Copy Paper Demand



that low overall market penetration (10% of U.S. households) signified a lot of room for growth before the market became saturated, when about 50% of the households would have games. Using available data, however, the management team created categories based on family income and children's ages. The analysis made clear that the main target market, upper-income families with children, was already well penetrated. Families with incomes exceeding \$50,000 and children between the ages of 6 and 15 already were 75% penetrated. This finding convinced management that demand would fall and that the proposed acquisition did not make sense. The dramatic decline in video game sales shortly thereafter confirmed the wisdom of this judgment.

Conducting sensitivity analyses

Managers who rely on single-point demand forecasts run dangerous risks. Some of the macroeconomic variables behind the forecasts could be wrong. Despite the best analysis, moreover, the assumptions behind the other demand drivers could also be wrong, especially if disconti-

nuities loom on the horizon. Imaginative marketers who ask questions like "What things could cause this forecast to change dramatically?" produce the best estimates. They are more likely to identify potential risks and discontinuities—developments in competing technologies, in customer industry competitiveness, in supplier cost structures—than those who do not. So once a baseline forecast is complete, the challenge is to determine how far it could be off target.

At one level, such a sensitivity analysis can be done by simply varying assumptions and quantifying their impact on demand. But a more targeted approach usually provides better insight.

Begin such an analysis by thinking through and quantifying the areas of greatest strategic risk. One company's strategy decision may be affected only if demand is well below the baseline forecast; in another case, big risks may result from small forecasting errors.

Next, gauge the likelihood of such a development. In the white paper example, the baseline forecast called for continued market growth, though below historical levels. In any particular year, demand could

fluctuate with the economy, but the critical question was whether demand would at some point begin a long decline. If so, the companion supply-curve analysis indicated that prices would probably fall dramatically.

The team created two scenarios of a gradual decline, one based largely on changes in the economy and the other on changes in assumed end-use trends. These scenarios showed what would make demand fall (e.g., different rates of decline in copier prices) and thereby provided a basis for evaluating the likelihood of a downturn.

Determining an appropriate effort

The forecasting framework outlined above can work for both comprehensive and simple assessments, but there are different ways to carry out these analyses. A big challenge in demand forecasting (just as with other types of market analysis) is to gauge the appropriate effort for the project's purpose. It's useful to ask: "How much do I need to know to make the decision at hand?"

Managers can invest a lot of time in such analyses—the paper example took about 8 man-weeks and the

large-scale electricity forecast about 14 man-weeks. Some companies have forecasting departments who work year-round on these subjects. The more thorough, though time-consuming, approach generates greater confidence, and the effort will be appropriate where the demand projection can significantly influence corporate strategy (whether to make a several hundred million dollar capital investment, for example), or where there is great uncertainty about total demand.

Often, however, the issues are not complicated, time is limited, or the total demand forecast is not important enough to merit that commitment (for example, the company is looking to add a couple of points to its small market share). In such cases, managers should proceed quickly and inexpensively. They can, for example, rely on experts' judgment or unsophisticated regressions to forecast drivers of demand. Even the limited approaches can yield insights. Furthermore, beginning the demand analysis process can help managers determine whether important demand issues exist that should be analyzed in greater depth.

Total-demand forecasting can be important to strategy decisions. Developing independent forecasts through the four-step framework I've outlined will not only lead to better recommendations but also help build conviction and consensus for action by creating understanding of the drivers of demand and the risks in forecasts.

Even when the work is sound, though, uncertainties will remain: discontinuities will still be difficult to predict, especially if they are rooted in momentous political, macroeconomic, or technological changes. But managers who push their thinking through the steps in this framework will have a better chance of finding these discontinuities than those who do not. And those who base their business strategies on a solid knowledge of demand will stand a much greater chance of making wise investments and competing effectively. ▽

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		Leave						
P.M.	Arrive							
	Leave							
Tues.	A.M.	Arrive						
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INPUT, Inc.
(a Delaware corporation)

AMENDED AND RESTATED BYLAWS

Adopted as of July __, 2010

ARTICLE I

OFFICES

Section 1. Registered Office. The registered office of the Corporation shall be at 2711 Centerville Road, Suite 400, in the City of Wilmington, County of New Castle 19808, State of Delaware. The registered agent of the Corporation at such address is The Corporation Service Company.

Section 2. Other Offices. The Corporation may also have offices, including its principal office, at such other places both within and outside the State of Delaware as the Board of Directors may from time to time determine or the business of the Corporation may require.

ARTICLE II

MEETINGS OF STOCKHOLDERS

Section 1. Place of Meetings. All meetings of the stockholders shall be held at such places either within or outside the State of Delaware as shall be designated from time to time by the Board of Directors and stated in the notice of the meeting or in a duly executed waiver of notice thereof.

Section 2. Annual Meetings. The annual meeting of stockholders for the election of directors and the transaction of other business as may properly come before the meeting shall be held in each year at such date and time as shall be designated from time to time by the Board of Directors and stated in the notice of the meeting.

Section 3. Notice of Annual Meetings. Written notice of the annual meeting stating the place, date and hour of the meeting and the means of remote communication, if any, by which stockholders and proxyholders may be deemed to be present in person and vote at such meeting, shall be given to each stockholder entitled to vote at such meeting, not less than ten (10) nor more than sixty (60) days before the date of the meeting. If mailed, such notice shall be deemed to have been given when deposited in the United States mail, postage prepaid, directed to the stockholder at his address as it appears on the records of the Corporation.

Section 4. List of Stockholders. The officer who has charge of the stock ledger of the Corporation shall prepare and make, at least ten (10) days before every meeting of stockholders, a complete list of the stockholders entitled to vote at the meeting, arranged in alphabetical order, and showing the address of each stockholder and the number of shares registered in the name of each stockholder. The list shall be arranged by voting group and within each voting group by class or series of shares. Such list shall be open to the examination of any stockholder, for any purpose germane to the meeting, during ordinary business hours, for a period of at least ten (10) days prior to the meeting, either at a place within the city where the meeting is to be held, which place shall be specified in the notice of the meeting, or, if not so specified, at the place where the meeting is to be held. The list shall also be produced and kept at the meeting during the whole time thereof, and may be inspected by any stockholder who is present at such meeting.

Section 5. Special Meetings. Special meetings of the stockholders for any purpose or purposes, unless otherwise prescribed by statute or by the Certificate of Incorporation, may be called by the Chairman of the Board or by the Board of Directors and shall also be called by the Secretary at the request in writing of the holders of, in the aggregate, not less than 25% of the issued and outstanding shares of capital stock of the Corporation being entitled to vote at such meeting, voting together as a class, or of the Board of Directors. Such request shall state the purpose or purposes of the proposed meeting.

Section 6. Notice of Special Meetings. Written notice of a special meeting stating the place, date and hour of the meeting and the means of remote communication, if any, by which stockholders and proxyholders may be deemed to be present in person and vote at such meeting, shall be given not less than ten (10) nor more than sixty (60) days before the date of the meeting, to each stockholder entitled to vote at such meeting.

Section 7. Business of Special Meetings. Business transacted at any special meeting of stockholders shall be limited to the purposes stated in the notice.

Section 8. Quorum. The holders of at least a majority of the stock issued and outstanding and entitled to vote at any meeting of the stockholders, present in person or represented by proxy, shall constitute a quorum at all meetings of the stockholders for the transaction of business except as otherwise provided by statute or by the Certificate of Incorporation. If, however, such quorum shall not be present or represented at any meeting of the stockholders, the stockholders entitled to vote thereat, present in person or represented by proxy, shall have the power to adjourn the meeting from time to time, without notice other than announcement at the meeting of the time and place of the adjourned meeting, until a quorum shall be present or represented. At such adjourned meeting, at which a quorum shall be present or represented, any business may be transacted which might have been transacted at the original meeting. If the adjournment is for more than thirty (30) days, or if after the adjournment a new record date is fixed for the adjourned meeting, a notice of the adjourned meeting shall be given to each stockholder of record entitled to vote at the meeting.

Section 9. Vote Required for Action. Except as otherwise provided in the Certificate of Incorporation, when a quorum is present at any meeting, the affirmative vote of the majority of shares present in person or represented by proxy at the meeting and entitled to vote on the subject matter shall be the act of the stockholders. Notwithstanding the foregoing, (1) the sale, transfer and other disposition of substantially all of the corporation's properties and (2) a merger or consolidation of the corporation shall require the approval by an affirmative vote of not less than two-thirds (2/3) of the Corporation's issued and outstanding shares.

Section 10. Voting Rights and Proxies. Except as otherwise provided in the Certificate of Incorporation, each stockholder shall at every meeting of the stockholders be entitled to one (1) vote in person or by proxy for each share of stock having voting power held by such stockholder, but no proxy shall be voted or acted upon after three (3) years from its date, unless the proxy provides for a longer period.

Section 11. Action Without Meeting.

(a) Unless otherwise provided in the Certificate of Incorporation, any action required by statute to be taken at any annual or special meeting of stockholders of the Corporation, or any action which may be taken at any annual or special meeting of such stockholders, may be taken without a meeting, without prior notice and without a vote, if a consent or consents in writing setting forth the action so taken are signed by the holders of outstanding stock having not less than the minimum number of votes that would be necessary to authorize or take such action at a meeting at which all shares entitled to vote thereon were present and voted. To be effective, a written consent must be delivered to the Corporation by delivery to its registered office in Delaware, its principal place of business, or an officer or agent of the Corporation having custody of the book in which proceedings of meetings of stockholders are recorded. Delivery made to a corporation's registered office shall be by hand or by certified or registered mail, return receipt requested. Every written consent shall bear the date of signature of each stockholder who signs the consent, and no written consent shall be effective to take the corporate action referred to therein unless, within 60 days of the earliest dated consent delivered in the manner required by this Section to the Corporation, written consents signed by a sufficient number of holders to take action are delivered to the Corporation in accordance with this Section. Prompt notice of the taking of the corporate action without a meeting by less than unanimous written consent shall be given to those stockholders who have not consented in writing.

(b) A telegram, cablegram or other electronic transmission consent to an action to be taken and transmitted by a stockholder or proxyholder, or by a person or persons authorized to act for a stockholder or proxyholder, shall be deemed to be written, signed and dated for the purposes of this section, provided that any such telegram, cablegram or other electronic transmission sets forth or is delivered with information from which the Corporation can determine (i) that the telegram, cablegram or other electronic transmission was transmitted by the stockholder or proxyholder or by a person or persons authorized to act for the stockholder or proxyholder, and (ii) the date on which such stockholder or proxyholder or authorized person or persons transmitted such telegram, cablegram or electronic transmission. The date on which such telegram, cablegram or electronic transmission is transmitted shall be deemed to be the date on which such consent was signed. No consent given by telegram, cablegram or other electronic transmission shall be deemed to have been delivered until such consent is reproduced in paper form and until such paper form shall be delivered to the Corporation by delivery to its registered office in this State, its principal place of business or an officer or agent of the Corporation having custody of the book in which proceedings of meetings of stockholders are recorded. Delivery made to a corporation's registered office shall be made by hand or by certified or registered mail, return receipt requested. Notwithstanding the foregoing limitations on delivery, consents given by telegram, cablegram or other electronic transmission may be otherwise delivered to the principal place of business of the Corporation or to an officer or agent of the Corporation having custody of the book in which proceedings of meetings of stockholders are recorded if to the extent and in the manner provided by resolution of the Board of Directors of the Corporation.

(c) Any copy, facsimile or other reliable reproduction of a consent in writing may be substituted or used in lieu of the original writing for any and all purposes for which the

original writing could be used, provided that such copy, facsimile or other reproduction shall be a complete reproduction of the entire original writing.

ARTICLE III

DIRECTORS

Section 1. Number Constituting Entire Board; Election. The number of directors which shall constitute the whole Board shall be not less than one (1) nor more than eight (8). Within such limits the actual number of directors which shall constitute the whole Board shall be as fixed from time to time by the Board of Directors. The directors shall be elected at the annual meeting of the stockholders, except as provided in Section 3 of this Article and except that the initial directors of the Corporation were appointed by the incorporator of the Corporation, and each director elected shall hold office until his successor is elected and qualified or until his earlier resignation or removal. Directors need not be stockholders.

Section 2. Resignation and Removal. Any director may resign at any time upon written notice to the Corporation. Any director may be removed, with or without cause, by the holders of a majority of the shares then entitled to vote at an election of directors.

Section 3. Filling of Vacancies. Vacancies and newly created directorships resulting from any increase in the authorized number of directors and any vacancies on the Board resulting from death, resignation, disqualification, removal or other cause shall be filled by the affirmative vote of a majority of the remaining directors then in office, though less than a quorum, or by a sole remaining director, and the directors so chosen shall hold office until the next annual election and until their successors are duly elected and shall qualify, or until their earlier resignation or removal. If there are no directors in office, then an election of directors may be held in the manner provided by statute. No decrease in the number of directors constituting the Board shall shorten the term of any incumbent director.

Section 4. Management by Directors. The business and affairs of the Corporation shall be managed by its Board of Directors, which may exercise all such powers of the Corporation and do all such lawful acts and things as are not by statute or by the Certificate of Incorporation or by these Amended and Restated Bylaws (these "Bylaws") directed or required to be exercised or done by the stockholders.

Section 5. Place of Meetings. The Board of Directors of the Corporation may hold meetings, both regular and special, either within or outside the State of Delaware.

Section 6. Annual Meeting. The annual meeting of the Board of Directors shall be held immediately after the annual meeting of stockholders and at the same place, and no notice of such meeting shall be necessary in order legally to constitute the meeting, provided a quorum shall be present. In the event such meeting is not held at that time and place, the meeting may be held at such time and place as shall be specified in a notice given as hereinafter provided for special meetings of the Board of Directors, or as shall be specified in a written waiver signed by all of the directors.

Section 7. Regular Meetings. Regular meetings of the Board of Directors may be held without other notice at such time and at such place as shall from time to time be determined by the Board.

Section 8. Special Meetings. Special meetings of the Board may be called by the Chairman of the Board, the President or the majority of the Board on one (1)-day's notice to each director, either personally or by mail, facsimile, telegram, express courier or electronic mail (provided that such form of electronic mail has been consented to by the director to whom notice is given); special meetings shall be called by the Chairman of the Board or Secretary in like manner and on like notice on the written request of a majority of the directors.

Section 9. Quorum; Vote Required for Action. At all meetings of the Board or any committee, a majority of the total number of directors of the Board or such committee shall constitute a quorum for the transaction of business and the act of a majority of the directors of the Board or committee present at any meeting at which there is a quorum shall be the act of the Board of Directors or the applicable committee, except as may be otherwise specifically provided by statute or by the Certificate of Incorporation. If a quorum shall not be present at any meeting of the Board of Directors or any committee, the directors present thereat may adjourn the meeting from time to time, without notice other than announcement at the meeting of the time and place of the adjourned meeting, until a quorum shall be present.

Section 10. Participation By Conference Telephone. Members of the Board of Directors, or any committee thereof, may participate in a meeting of the Board or any committee by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation in a meeting pursuant to this subsection shall constitute presence in person at such meeting.

Section 11. Action Without Meeting. Unless otherwise restricted by the Certificate of Incorporation or these Bylaws, any action required or permitted to be taken at any meeting of the Board of Directors or of any committee thereof may be taken without a meeting, if all members of the Board or such committee consent thereto in writing, and the writing or writings are filed with the minutes of proceedings of the Board or such committee.

Section 12. Compensation. The directors may be paid their expenses, if any, of attendance at each meeting of the Board of Directors and may be paid a fixed sum for attendance at each meeting of the Board of Directors and/or a stated salary as director. No such payment shall preclude any director from serving the Corporation in any other capacity and receiving compensation therefor. Members of standing or special committees may be allowed like compensation for attending committee meetings.

Section 13. Committees. The Board of Directors may, by resolution passed by a majority of the whole Board, designate one (1) or more committees, each committee to consist of one (1) or more of the directors of the Corporation. The Board may designate one (1) or more directors as alternate members of any committee, who may replace any absent or disqualified member at any meeting of the committee. Any such committee, to the extent provided in the resolution, and subject to any restrictions imposed by statute, shall have and may exercise the powers of the Board of Directors in the management of the business and affairs of the

Corporation, and may authorize the seal of the Corporation to be affixed to all papers which may require it; provided, however, that in the absence or disqualification of any member of such committee or committees, the member or members thereof present at any meeting and not disqualified from voting, whether or not he, she or they constitute a quorum, may unanimously appoint another member of the Board of Directors to act at the meeting in the place of any such absent or disqualified member. Such committee or committees shall have such name or names as may be determined from time to time by resolution adopted by the Board of Directors.

Section 14. Minutes of Committee Meetings. Each committee shall keep regular minutes of its meetings and report the same to the Board of Directors when required.

ARTICLE IV

NOTICES

Section 1. Manner of Giving Notice. Whenever, under the provisions of the statutes or of the Certificate of Incorporation or of these Bylaws, notice is required to be given to any director or stockholder, it shall not be construed to require personal notice, but such notice may be given in writing, by mail, addressed to such director or stockholder, at his address as it appears on the records of the Corporation, with postage thereon prepaid, and such notice shall be deemed to be given at the time when the same shall be deposited in the United States mail. Notice may also be given by (i) telegram, (ii) express courier, or (iii) facsimile, electronic mail or any other form of electronic transmission (provided that such form of electronic transmission and delivery method have been consented to by the stockholder to whom notice is given).

Section 2. Waiver of Notice. Whenever any notice is required to be given under the provisions of the statutes or of the Certificate of Incorporation or of these Bylaws, a waiver thereof in writing, signed by the person or persons entitled to said notice, whether before or after the time stated therein, shall be deemed equivalent to notice. Attendance of a person at a meeting of stockholders, directors, or members of a committee of directors, shall constitute a waiver of notice of such meeting, except when the stockholder, director or committee member attends a meeting for the express purpose of objecting, at the beginning of the meeting, to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the stockholders, directors, or members of a committee of directors need be specified in any written waiver of notice unless so required by the Certificate of Incorporation or these Bylaws.

ARTICLE V

OFFICERS

Section 1. Designations. The officers of the Corporation shall be chosen by the Board of Directors. All officers of the Corporation shall exercise such powers and perform such duties as shall from time to time be determined by the Board of Directors. Any number of offices may be held by the same person, unless the Certificate of Incorporation or these Bylaws otherwise provide.

Section 2. Required Officers. The Board of Directors shall choose a Chairman of the Board, a President, a Treasurer and a Secretary.

Section 3. Additional Officers. The Board of Directors may appoint, and may empower the Chairman of the Board to appoint, a Chief Executive Officer, a Chief Operating Officer, a Chief Financial Officer, a Vice President or Vice Presidents, one or more Assistant Secretaries and/or Assistant Treasurers and other officers and agents as it shall deem necessary or appropriate.

Section 4. Election of Officers. The Board of Directors at its first meeting after each annual meeting of stockholders shall choose the officers of the Corporation, except that the first officers of the Corporation shall be chosen by the initial directors at the organizational meeting of the Board of Directors following incorporation.

Section 5. Term of Office; Removal. Each officer of the Corporation shall hold office until his successor is elected and qualified or until his earlier resignation or removal. Any officer elected or appointed by the Board of Directors may be removed, with or without cause, at any time by the Chairman of the Board or the affirmative vote of a majority of the total number of directors then in office. Such removal shall not prejudice the contract rights, if any, of the person so removed. Any officer may resign at any time upon written notice to the Corporation. Any vacancy occurring in any office of the Corporation shall be filled by or in the manner prescribed by the Board of Directors.

Section 6. Compensation. The salaries of all officers of the Corporation shall be fixed from time to time by the Board of Directors and no officer shall be prevented from receiving such salary by reason of the fact that he is also a director of the Corporation.

Section 7. Chairman of the Board and Vice-Chairman of the Board. The Chairman of the Board shall supervise the Chief Executive Officer (if there be such an officer), President, Secretary and Treasurer of the Corporation, and shall perform such other duties and possess such other powers as are assigned to him by the Board of Directors. If the Board of Directors appoints a Vice-Chairman of the Board, he shall, in the absence or disability of the Chairman of the Board, perform the duties and exercise the powers of the Chairman of the Board and shall perform such other duties and possess such other powers as may from time to time be vested in him by the Board of Directors.

Section 8. Chief Executive Officer. The Chief Executive Officer shall, subject to the control of the Chairman of the Board or the Board of Directors, have general supervision, direction and control of the business. He shall have the general powers and duties of management usually vested in the chief executive officer of a corporation, including general supervision, direction and control of the business and supervision of other officers of the Corporation other than the Chairman of the Board, the Secretary and the Treasurer, and shall have such other powers as may be prescribed by the Board of Directors or these Bylaws.

Section 9. President. Subject to such supervisory powers as may be given by these Bylaws or the Board of Directors to the Chairman of the Board or the Chief Executive Officer, if there be such officer, the President shall, subject to the direction of the Chairman of the Board or

the Chief Executive Officer, have general charge and supervision of the business of the Corporation. The President shall have such other powers and perform such other duties as may be prescribed by the Chairman of the Board, the Chief Executive Officer or the Board of Directors, or as may be provided by these Bylaws.

Section 10. Chief Operating Officer. The Chief Operating Officer, subject to the powers of the Board of Directors, the Chairman of the Board of Directors, the Chief Executive Officer and the President, shall have general and active management of the business of the Corporation and shall see that all orders and resolutions of the Board of Directors are carried into effect. The Chief Operating Officer shall have such other powers and perform such other duties as may be prescribed by the Chairman of the Board, the Chief Executive Officer, the President or the Board of Directors, or as may be provided by these Bylaws.

Section 11. Chief Financial Officer. The Chief Financial Officer shall, under the direction of the Board of Directors, the Chairman of the Board of Directors, the Chief Executive Officer and the President, be responsible for all financial and accounting matters and for the direction of the offices of treasurer and controller. The Chief Financial Officer shall have such other powers and perform such other duties as may be prescribed by the Chairman of the Board, the Chief Executive Officer, the President or the Board of Directors, or as may be provided in these Bylaws.

Section 12. Vice Presidents. Any Vice President shall perform such duties and possess such powers as the Board of Directors, the Chief Executive Officer, the Chief Operating Officer or the President may from time to time prescribe. The Board of Directors may assign to any Vice President the title of Executive Vice President, Senior Vice President or any other title selected by the Board of Directors.

Section 13. Secretary and Assistant Secretaries. The Secretary shall perform such duties and shall have such powers as the Board of Directors or the Chairman of the Board may from time to time prescribe. In addition, the Secretary shall perform such duties and have such powers as are incident to the office of the secretary, including without limitation, the duty and power to give notices of all meetings of stockholders and special meetings of the Board of Directors, to attend all meetings of stockholders and the Board of Directors and keep a record of the proceedings, to maintain a stock ledger and prepare lists of stockholders and their addresses as required, to be custodian of corporate records and the corporate seal and to affix and attest to the same on documents. Any Assistant Secretary shall perform such duties and possess such powers as the Board of Directors, the Chairman of the Board or the Secretary may from time to time prescribe. In the event of the absence, inability or refusal to act of the Secretary, the Assistant Secretary, (or if there shall be more than one, the Assistant Secretaries in the order determined by the Board of Directors) shall perform the duties and exercise the powers of the Secretary. In the absence of the Secretary or any Assistant Secretary at any meeting of stockholders or directors, the person presiding at the meeting shall designate a temporary secretary to keep a record of the meeting.

Section 14. Treasurer and Assistant Treasurers. The Treasurer shall perform such duties and shall have such powers as may from time to time be assigned to him by the Board of Directors or the Chairman of the Board. In addition, the Treasurer shall perform such duties and

have such powers as are incident to the office of treasurer, including without limitation the duty and power to keep and be responsible for all funds and securities of the Corporation, to deposit funds of the Corporation in depositories selected in accordance with these Bylaws, to disburse such funds as ordered by the Board of Directors or the Chairman of the Board, to make proper accounts of such funds, and to render as required by the Board of Directors statements of all such transactions and of the financial condition of the Corporation. The Assistant Treasurers shall perform such duties and possess such powers as the Board of Directors, the Chairman of the Board, the President or the Treasurer may from time to time prescribe. In the event of the absence, inability, or refusal to act of the Treasurer, the Assistant Treasurer, (or if there shall be more than one, the Assistant Treasurers in the order determined by the Board of Directors) shall perform the duties and exercise the powers of the Treasurer. In the event of the absence, inability, or refusal to act of the Treasurer and all Assistant Treasurers, the President or other officer designated by the Board of Directors shall perform the duties and exercise the powers of the Treasurer.

ARTICLE VI

CERTIFICATES OF STOCK; STOCK TRANSFERS; RECORD DATE

Section 1. Certificates. Every holder of stock in the Corporation shall be entitled to have a certificate signed by, or in the name of, the Corporation by (i) the Chairman of the Board, any Vice-Chairman of the Board, the President or a Vice-President designated by the Board of Directors, and (ii) the Treasurer, any Assistant Treasurer, the Secretary or any Assistant Secretary, certifying the number of shares owned by him in the Corporation. If the Corporation is authorized to issue different classes of shares or different series within a class, the designations, relative rights, preferences, and limitations applicable to each class and the variations in rights, preferences, and limitations determined for each series (and by the authority of the Board of Directors to determine variations for future series) shall be summarized on the front or back of each certificate of shares of such class or series. Alternatively, each certificate may state conspicuously on its front or back that the Corporation will furnish the stockholder this information on request in writing and without charge. All certificates for shares shall be consecutively numbered or otherwise identified. The name and address of the person to whom the shares represented thereby are issued, with the number of shares and date of issue, shall be entered on the stock transfer books of the Corporation. Any or all of the signatures on the certificate may be a facsimile. In case any officer, transfer agent or registrar who has signed or whose facsimile signature has been placed upon a certificate shall have ceased to be such officer, transfer agent or registrar before such certificate is issued, it may be issued by the Corporation as if he were such officer, transfer agent or registrar at the date of issue.

Section 2. Lost Certificates. The Board of Directors may direct a new stock certificate or certificates to be issued in place of any certificate or certificates theretofore issued by the Corporation alleged to have been lost, stolen or destroyed, upon the making of an affidavit of that fact by the owner claiming the certificate of stock to be lost, stolen or destroyed. When authorizing such issue of a new certificate, the Board of Directors may, in its discretion and as a condition precedent to the issuance thereof, require the owner of such lost, stolen or destroyed certificate or certificates, or his legal representative, to give the Corporation a bond in such sum

as it may direct as indemnity against any claim that may be made against the Corporation with respect to the certificate alleged to have been lost, stolen or destroyed.

Section 3. Transfers of Stock. Upon surrender to the Corporation or the transfer agent of the Corporation of a certificate for shares accompanied by proper evidence of authority to transfer, the Corporation shall issue a new certificate to the person entitled thereto, cancel the old certificate and record the transaction upon its books.

Section 4. Fixing Record Date.

(a) In order that the Corporation may determine the stockholders entitled to notice of or to vote at any meeting of stockholders or any adjournment thereof, the Board of Directors may fix a record date, which record date shall not precede the date upon which the resolution fixing the record date is adopted by the Board of Directors, and which record date shall not be more than sixty (60) nor less than ten (10) days before the date of such meeting. If no record is fixed by the Board of Directors, the record date for determining stockholders entitled to notice of or to vote at a meeting of stockholders shall be at the close of business on the day next preceding the day on which notice is given, or, if notice is waived, at the close of business on the day next preceding the next day on which the meeting is held. A determination of stockholders of record entitled to notice of or to vote at a meeting of stockholders shall apply to any adjournment of the meeting; provided, however, that the Board of Directors may fix a new record date for the adjourned meeting.

(b) In order that the Corporation may determine the stockholders entitled to consent to corporate action in writing without a meeting, the Board of Directors may fix a record date, which record date shall not precede the date upon which the resolution fixing the record date is adopted by the Board of Directors, and which date shall not be more than ten (10) days after the date upon which the resolution fixing the record date is adopted by the Board of Directors. If no record date has been fixed by the Board of Directors, the record date for determining stockholders entitled to consent to corporate action in writing without a meeting, when no prior action by the Board of Directors is required by the General Corporation Law of Delaware, shall be the first date on which a signed written consent setting forth the action taken or proposed to be taken is delivered to the Corporation by delivery to its registered office in Delaware, its principal place of business or an officer or agent of the Corporation having custody of the book in which proceedings of meetings of stockholders are recorded. Delivery made to the Corporation's registered office shall be by hand or by certified or registered mail, return receipt requested. If no record date has been fixed by the Board of Directors and prior action by the Board of Directors is required by the General Corporation Law of Delaware, the record date for determining stockholders entitled to consent to corporate action in writing without a meeting shall be at the close of business on the day on which the Board of Directors adopts the resolution taking such prior action.

(c) In order that the Corporation may determine the stockholders entitled to receive payment of any dividend or other distribution or allotment of any rights or the stockholders entitled to exercise any rights in respect of any change, conversion or exchange of stock, or for the purpose of any other lawful action, the Board of Directors may fix a record date, which record date shall not precede the date upon which the resolution fixing the record date is

adopted, and which record date shall be not more than sixty (60) days prior to such action. If no record date is fixed, the record date for determining stockholders for any such purpose shall be at the close of business on the day on which the Board of Directors adopts the resolution relating thereto.

Section 5. Registered Stockholders. The Corporation shall be entitled to treat the record holder of any shares of stock of the Corporation as the owner thereof for all purposes, including all rights deriving from such shares, and except as required by law shall not be bound to recognize any equitable or other claim to, or interest in, such shares or rights deriving from such shares, on the part of any other person, including, but without limiting the generality thereof, a purchaser, assignee or transferee of such shares or rights deriving from such shares, unless and until such purchaser, assignee, transferee or other person becomes the record holder of such shares, whether or not the Corporation shall have either actual or constructive notice of the interest of such purchaser, assignee, transferee or other person. Any such purchaser, assignee, transferee or other person shall not be entitled to receive notice of the meetings of stockholders, to vote at such meetings, to examine a complete list of the stockholders entitled to vote at meetings, or to own, enjoy, and exercise any other property or rights deriving from such shares against the Corporation, until such purchaser, assignee, transferee or other person has become the record holder of such shares.

ARTICLE VII

GENERAL PROVISIONS

Section 1. Fiscal Year. The fiscal year of the Corporation shall commence or end at such time as the Board of Directors may designate.

Section 2. Execution of Instruments. The Chairman of the Board, the Chief Executive Officer, the President, any Vice-President, the Treasurer or the Secretary may appoint persons with power and authority, as defined or limited in their employment, for and behalf of the Corporation to execute and deliver deeds, documents and instruments or other written obligations in the nature thereof and any said officers may remove any such person and revoke the power and authority given to him.

Section 3. Corporate Seal. The corporate seal, if the directors shall adopt one, shall have inscribed thereon the name of the Corporation, the year of its organization and the words "Corporate Seal, Delaware." The seal may be used by causing it or a facsimile thereof to be impressed, affixed, or reproduced in any other manner.

Section 4. Voting Shares in Other Corporations. In the absence of other arrangements by the Board of Directors, shares of stock issued by any other corporation and owned or controlled by this Corporation may be voted at any stockholders' meeting of the other corporation by the Chairman of the Board of this Corporation or, if he is not present at the meeting, by the Secretary of this Corporation or if so determined by the Board of Directors, by another officer of the Corporation designated by the Board, and in the event that none of the Chairman of the Board, the Secretary or such other officer are present at a meeting, the shares

may be voted by such person as the Chairman of the Board and Secretary of this Corporation shall by duly executed proxy designate to represent this Corporation.

Section 5. Pronouns. All pronouns used in these Bylaws shall be deemed to refer to the masculine, feminine or neuter, singular or plural, as the identity of the person or persons may require.

ARTICLE VIII

INDEMNIFICATION OF DIRECTORS AND OFFICERS

Section 1. Definitions. As used in this article, the term "person" means any past, present or future director or officer of the Corporation or any subsidiary or operating division thereof.

Section 2. Indemnification Granted. The Corporation shall indemnify, to the full extent and under the circumstances permitted by the General Corporation Law of the State of Delaware in effect from time to time, any person as defined above, made or threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that such person is or was a director or officer of the Corporation or a subsidiary or operating division thereof, or is or was an employee or agent of the Corporation, or is or was serving at the specific request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, or by reason of any action alleged to have been taken or omitted in such capacity, against costs, charges, expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by such person or on such person's behalf in connection with such action, suit or proceeding and any appeal therefrom, if such person acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe that his conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that such conduct was unlawful.

Section 3. Requirements for Indemnification. The Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that such person is or was a director, officer, employee or agent of the Corporation, or a subsidiary thereof or a designated officer of an operating division of the Corporation, or is or was serving at the specific request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, or by reason of any action alleged to have been taken or omitted in such capacity, against costs, charges and expenses (including attorneys' fees) actually and reasonably incurred by such person or on such person's behalf in connection with the defense or settlement of such action or suit and any appeal therefrom, if such person acted in good faith and in a manner that such person

reasonably believed to be in or not opposed to the best interests of the Corporation except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable to the Corporation unless and only to the extent that the Court of Chancery of Delaware or the court in which such action or suit was brought shall determine upon application that, despite the adjudication of such liability but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such costs, charges and expenses which the Court of Chancery or such other court shall deem proper.

Section 4. Success on Merits of any Action. Notwithstanding any other provision of this Article, to the extent that a director, officer, employee or agent of the Corporation or any subsidiary or operating division thereof has been successful on the merits or otherwise, including, without limitation, the dismissal of an action without prejudice, in defense of any action, suit or proceeding referred to in this Article, or in defense of any claim, issue or matter therein, such person shall be indemnified against all costs, charges and expenses (including attorneys' fees) actually and reasonably incurred by such person or on such person's behalf in connection therewith.

Section 5. Determination of Standard of Conduct. Any indemnification under Sections 2 and 3 of this Article (unless ordered by a court) shall be paid by the Corporation only after a determination has been made (1) by the Board of Directors by a majority vote of a quorum consisting of directors who were not parties to such action, suit or proceeding, or (2) if such quorum is not available, by a committee of such disinterested directors designated by majority vote of such disinterested directors, or (3) if there are no such disinterested directors or if a quorum of disinterested directors so directs, by independent legal counsel in a written opinion, or (4) by the stockholders, that indemnification of the director, officer, employee or agent is proper in the circumstances of the specific case because such person has met the applicable standard of conduct set forth in Sections 2 and 3 of this Article.

Section 6. Advance Payment; Representation by Corporation. Costs, charges and expenses (including attorneys' fees) incurred by a person referred to in Sections 2 and 3 of this Article in defending a civil or criminal action, suit or proceeding shall be paid by the Corporation in advance of the final disposition of such action, suit or proceeding; provided, however, that the payment of such costs, charges and expenses incurred by a director or officer in such capacity as officer or director (and not in any other capacity and which service was or is rendered by such person while a director or officer) in advance of the final disposition of such action, suit or proceeding shall be made only upon receipt of an undertaking by or on behalf of the director or officer to repay all amounts so advanced in the event that it shall ultimately be determined that such director or officer is not entitled to be indemnified by the Corporation as authorized in this Article. Such costs, charges and expenses incurred by other employees and agents may be so paid upon such terms and conditions, if any, as the Board of Directors deems appropriate. The Corporation may, in the manner set forth above, and upon approval of such director, officer, employee or agent, authorize the Corporation's counsel to represent such person, in any action, suit or proceeding, whether or not the Corporation is a party to such action, suit or proceeding.

Section 7. Procedure for Obtaining Indemnity. Any indemnification under Sections 2, 3 and 4, or advance of costs, charges and expenses under Section 6 of this Article, shall be made promptly, and in any event within sixty (60) days, of the written notice of the director,

officer, employee or agent. The right to indemnification or advances as granted by this Article shall be enforceable by the director, officer, employee or agent in any court of competent jurisdiction if the Corporation denies such request, in whole or in part, or if no disposition thereof is made within sixty (60) days. Such person's costs and expenses incurred in connection with successfully establishing a right to indemnification, in whole or in part, in any such action shall also be indemnified by the Corporation. It shall be a defense to any such action (other than an action brought to enforce a claim for the advance of costs, charges and expenses under Section 6 of this Article where the required undertaking, if any, has been received by the Corporation) that the claimant has not met the standard of conduct set forth in Section 2 or 3 of this Article, but the burden of proving such defense shall be on the Corporation. Neither failure of the Corporation (including its Board of Directors, its independent legal counsel, and its stockholders) to have made a determination that indemnification of the claimant is proper in the circumstances because such person has met the applicable standard of conduct set forth in Section 2 or 3 of this Article, nor the fact that there has been an actual determination by the Corporation (including its Board of Directors, its independent legal counsel, and its stockholders) that the claimant has not met such applicable standard of conduct, shall be a defense to the action or create a presumption that the claimant has not met the applicable standard of conduct.

Section 8. Indemnification Not Exclusive. This right of indemnification shall not be deemed exclusive of any other rights to which a person indemnified herein may be entitled by law, agreement, vote of stockholders or disinterested directors or otherwise, and shall continue as to a person who has ceased to be a director, officer, designated officer, employee or agent and shall inure to the benefit of the heirs, executors, administrators and other legal representatives of such person. It is not intended that the provisions of this article be applicable to, and they are not to be construed as granting indemnity with respect to, matters as to which indemnification would be in contravention of the laws of Delaware or of the United States of America, whether as a matter of public policy or pursuant to statutory provision.

Section 9. Invalidity of Certain Provisions. If this Article or any portion hereof shall be invalidated on any ground by any court of competent jurisdiction, then the Corporation shall nevertheless indemnify each director, officer, employee and agent of the Corporation or any subsidiary or operating division thereof as to costs, charges and expenses (including attorneys' fees), judgments, fines and amounts paid in settlement with respect to any action, suit or proceeding, whether civil, criminal, administrative or investigative, including any action by or in the right of the Corporation, to the full extent permitted by any applicable portion of this Article that shall not have been invalidated and to the full extent permitted by applicable law.

Section 10. Miscellaneous. The Board of Directors may also on behalf of the Corporation grant indemnification to any individual other than a person defined herein to such extent and in such manner as the Board in its sole discretion may from time to time and at any time determine.

ARTICLE IX

AMENDMENT

These Bylaws may be amended, repealed or altered or new Bylaws adopted by written consent of stockholders in the manner authorized by Section 11 of Article II, or at any meeting of the stockholders, either annual or special, by the affirmative vote of a majority of the stock entitled to vote at such meeting, unless a larger vote is required by these Bylaws or the Certificate of Incorporation. The Board of Directors shall also have the authority to amend, repeal or alter these Bylaws or adopt new Bylaws by unanimous written consent or at any annual, regular, or special meeting by the affirmative vote of a majority of the whole number of directors, subject to the power of the stockholders to change or repeal such Bylaws; provided, however, any Bylaw fixing the qualifications, classifications or term of office of directors or the number of directors who shall constitute the whole Board of Directors may only be adopted or altered by the approval of an affirmative vote of not less than two-thirds (2/3) of the Corporation's issued and outstanding shares entitled to vote.

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SECRETARY'S CERTIFICATE

I, Patricia Cunningham, Secretary of INPUT, Inc. (the "Corporation"), a Delaware corporation, **DO HEREBY CERTIFY** that the foregoing is a true and correct copy of the Corporation's Amended and Restated Bylaws as adopted by the Stockholders of the Corporation on July ___, 2010.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Corporate Seal of the Corporation this ___ day of July, 2010.

Patricia Cunningham, Secretary

[Corporate Seal]

